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THE GEORGE WASHINGTON UNIVERSITY
NAVY GRADUATE COMPTROLLERSHIP PROGRAM

PROGRAM BUDGETING
AS APPLIED TO
MILITARY CONSTRUCTION

By

Frederick A. F. Cooke
Commander (CMC) USN

For

Dr. A. Rex Johnson

May 1956

THEORY OF THE EARTH
AND ITS HISTORY

BY
J. H. M. J. VAN
DIJK

OF

THE UNIVERSITY OF
AMSTERDAM

AND

OF THE
Netherlands
Geological Survey

PREFACE

This paper is a somewhat detailed application of certain of the principles of comptrollership to the process of formulating the Military Construction Program. In recent years the writer has had occasion to be associated with various phases of this program, both in the Bureau of Yards and Docks and in the field. The current developments toward improving the budgetary process, in both the formulation and execution stages, have been observed with interest. Since it appeared that changes in the method of originating the program were necessary to keep pace with progress being made in other areas, the writer made informal inquiries to ascertain what was being done to revise the existing instructions governing the submission of data from the field. Having learned that although the need for revisions was generally recognized, no specific action to this end was in progress, the writer decided to address himself to this task.

The many facets and the complexity of the Military Construction Program have made it necessary to restrict the scope of this study. Limitations on the time available for research and investigation have not permitted the writer to extend this inquiry as far as would otherwise be justified. For this reason, a number of areas which are closely associated with the formulation process have had to be excluded. Thus it has been necessary to skip over lightly the Master Planning process, as well as the procedure for converting the requirements submitted from the field into the Military Construction Program which is proposed by Navy to higher review levels, and to the Congress.

In keeping with the objective of this study, the writer has prepared drafts of two proposed instructions, which are attached as Appendixes to this report. These instructions, one from the Secretary of the Navy, and the other from the Chief of Naval Operations, are intended to replace those which currently prescribe the method for submitting station requirements for new construction. It is hoped that these proposals will be of some assistance to those persons whose responsibility it is to establish the policies and procedures governing the formulation of the Military Construction Program.

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CHAPTER I

BACKGROUND

Of all the programs submitted by the Department of the Navy, none is subjected to more intensive review throughout the Executive Branch of the Government and in the Congress than the Military Construction Program. The process, whereby funds are obtained to augment the facilities comprising the Naval Shore Establishment, is very complicated and time consuming; a request from an individual station for additional facilities must be initiated four to five years before the brick and mortar can be expected to be in place and ready for use.

The long lead time which is inherent in the existing system presents a planning problem of major proportions, in that specific requirements must be foreseen several years in advance. Although a discussion of the Navy planning system is beyond the scope of this study, it is considered pertinent to stress the importance of insuring that planning data, in the form of missions and work loads, is furnished to stations in sufficient detail to permit comprehensive facilities planning. The current difficulties being experienced with the preparation and review of Master Shore Station Development Plans for individual stations, as outlined in a recent study conducted by the Bureau of Yards and Docks,¹ is evidence that increased emphasis must be placed on the evolution of long range plans. Since the Master Plan for an activity merely reflects the station's future

¹Bureau of Yards and Docks, A Study of the System of Making Master Plans of Naval Shore Activities, June 1955.

CHAPTER I

INTRODUCTION

It is the purpose of this book to present a study of the history of the United States from the time of the discovery of the continent to the present. The book is divided into two parts. The first part is devoted to the history of the United States from the time of the discovery of the continent to the time of the American Revolution. The second part is devoted to the history of the United States from the time of the American Revolution to the present. The book is written for the student of American history and for the general reader who is interested in the history of the United States.

The book is written in a simple and straightforward manner. It is not intended to be a work of scholarship, but rather a work of popular history. The book is written for the student of American history and for the general reader who is interested in the history of the United States. The book is divided into two parts. The first part is devoted to the history of the United States from the time of the discovery of the continent to the time of the American Revolution. The second part is devoted to the history of the United States from the time of the American Revolution to the present. The book is written for the student of American history and for the general reader who is interested in the history of the United States.

requirements, it can be no better than the information upon which it is based.

The numerous reviews to which the facilities needs of Navy shore stations are subjected within the Navy, the Department of Defense, and the Bureau of the Budget, involve an enormous amount of work. Many revisions are made to the project justifications submitted from individual stations, with the result that in some instances the data which is included in the Military Construction Program as submitted to the Congress bears little resemblance to the recommended program which was originated in the field.

After the construction program is authorized by the Congress and funds are appropriated for implementation, a whole series of additional problems must be coped with among which are the following:

a) Authorization laws differ insofar as authority to vary construction estimates are concerned. For example, the Fiscal Year 1951 Authorization Bill² allowed a 5% increase in the cost of any project if compensated by corresponding savings from other projects. For Fiscal Year 1952 the Congress passed a lump sum authorization³ with no limitations on individual projects. The Authorization for Fiscal Year 1954⁴ and for subsequent years provided for a 5% increase for projects in the continental U. S. and a 10% increase in overseas projects by transfer from other projects. These various provisions have necessitated keeping special records for individual authorization programs, since the construction program at a given station

²Public Law 564--81st Congress, approved 17 June 1950.

³Public Law 910--81st Congress, approved 6 January 1951.

⁴Public Law 209--83rd Congress, approved 7 August 1953.

may have been authorized by several Acts of Congress. This difficulty is further complicated by the fact that Congress sometimes includes substantive legislation in Appropriation Acts.⁵

b) The Congress imposes blanket cost limitations on certain items such as family housing, cold storage warehouses, barracks, and BOQs, which do not take into account cost differentials between geographical areas, or the fact that climatic and foundation conditions vary considerably and have a significant effect on costs.

c) A time-consuming apportionment process is currently prescribed by the office of the Secretary of Defense⁶ which necessitates individual "line item" approval by the various Assistant Secretaries of Defense for different types of facilities prior to release of funds for construction. Although in a recent statement⁷ the Assistant Secretary of Defense (Comptroller) indicated that the apportionment process will be simplified in Fiscal Year 1957, it appears doubtful that SOD will permit lump sum apportionment within the foreseeable future.

d) Often the scope of the work described in the program justification must be modified by the time construction begins. Frequently changes in requirements develop in the interim between the time when the project was

⁵Public Law 207--83rd Congress, approved 7 August 1953, which was the Appropriation Act for FY 1954, added the following items which were not included in the Authorization Act (PL 209/83) for that fiscal year:
 Naval Air Facilities; Cubi Pt. Aircraft Maintenance Facilities
 \$2,000,000 to be funded out of prior appropriations
 Naval Air Station, Brunswick, Maine, Aircraft Maintenance Facilities
 \$2,000,000 to be funded out of prior appropriations.
 The 5% continental and 10% overseas variance in estimates did not apply to these projects.

⁶Assistant Secretary of Defense (Comptroller) Memoranda dated 17 Feb 1954 and 20 Oct 1955 to Service Secretaries require that separate lists be submitted for medical facilities, community and recreational facilities, and commercial and industrial type facilities. The latter category is quite broad and constitutes a majority of the Navy requirements.

⁷Address by Mr. W. J. McNeil, Assistant Secretary of Defense (Comptroller) to the Bureau of Yards and Docks Field Activities Conference on 22 March 1956.

the fact that the Government of the United States has been unable to secure the necessary cooperation of the various countries of the world in the execution of the plan.

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crystallized in the planning stage, and the time of preparation of construction drawings. In instances where significant changes in scope are necessary, a considerable period of time is required to obtain necessary clearances and approvals. In such instances over-specification of details in the justifications constitutes a serious hindrance to flexibility in implementing the construction program.

The complicated problems inherent in both the budgeting and execution phases of the Military Construction Program, have been the subject of thoughtful study by individuals and groups, both within and outside the Federal Government. In 1953 the Secretary of Defense initiated a comprehensive study of various financial aspects of the Department of Defense by a group of professional and industrial leaders which has become known as the Cooper Committee.⁸ One of the subcommittees of this group was commissioned especially to review the Military Construction Program. Their report⁹ contained a number of specific recommendations, the substance of which is as follows:

- a) The Military Construction Program should be submitted in such a manner as to provide adequate information on planning, budgeting and implementation. It should show for each station a complete picture of the status of the program, i.e., what facilities are authorized, being constructed, and proposed for construction.
- b) The installation or station should be the primary control point, with its master plan as the basis for authorizations and appropriations.

⁸Advisory Committee on Fiscal Organization and Procedures, Office of the Secretary of Defense, Mr. Charles P. Cooper, Chairman.

⁹Construction Activities Working Group Report on Military Construction Program, April 1954.

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c) Authorizations should be obtained for at least two or three years in advance. Such requirements which cannot be foreseen so far in advance should be incorporated into the program annually, when the entire program is reviewed in detail within the Executive Branch and by the Congress.

d) Accounting records should be maintained on an accrual basis, i.e., when liabilities are incurred.

e) Uniform terminology and classification should be employed throughout planning and programming, budgeting, accounting, and progress reporting.

f) Reporting techniques should be developed to serve all levels of management, employing cost accounting which reflects the value of goods and services used.

The report of the Construction Activities Working Group was approved by the Secretary of Defense in June 1954,¹⁰ and the Assistant Secretary of Defense (Properties and Installations) has been made responsible for coordinating action to implement the recommendations.¹¹ Among the steps which have been taken to date pursuant to these recommendations are the following:

a) In March, 1955, the Assistant Secretary of Defense (Properties and Installations) established¹² Department of Defense Facility Classes and Construction Categories. This instruction prescribes classifications for all the real property of the three services, and establishes three digit

¹⁰Secretary of Defense Memorandum: To Service Secretaries, and Assistant Secretaries of Defense (Comptroller) and (Properties and Installations), dated 25 June 1954.

¹¹Ibid., dated 22 Sept. 1954.

¹²Department of Defense Instruction 4165.3. Department of Defense Facility Classes and Construction Categories, dated 11 March 1955.

1) The following items are listed in the table on the left in order of their importance. The items are listed in order of their importance to the study of the subject. The items are listed in order of their importance to the study of the subject.

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code numbers for each basic category. These Facility Classes and Construction Categories are applicable to "planning and programming, budgeting, accounting, record keeping, and reporting in the areas of construction, inventory, and maintenance (insofar as practicable) of real property."¹³

b) The Bureau of Yards and Docks has converted the Navy's inventory of real property to the DOD categories. A summary of the facilities at all Naval activities is published semiannually,¹⁴ and a detailed inventory, listing each structure at every station, is in the process of preparation. This detailed inventory is prepared on IBM equipment from 800,000 individual cards, and employs two additional digits for further refinement of the DOD categories. It is scheduled for publication annually, in June, and will list all the existing facilities as of April of each year. Current planning envisions the incorporation of pre-printed data from the detailed inventory into the Master Plan of each activity, in lieu of the hand-prepared listings of buildings and structures now being used.

c) In the budget execution phase of the Fiscal Year 1956 Military Construction Program, the DOD categories, as well as certain of the other concepts enunciated by the Construction Activities Working Group, have been incorporated in two pilot installations in the SIXTH and the TWELFTH Naval Districts. In essence, the system being employed for projects in these Districts is as follows:

(1) By means of an assignment document, the authorized program for each station is transmitted to the District Public Works Officer. This document lists each line item which has been authorized in terms of the

¹³Ibid.

¹⁴Bureau of Yards and Docks, Inventory of Military Real Property, DD-FGI(SA) 142(11011), January 1956.

appropriate category which describes the basic facility, and also such other categories as will reflect additions to the station facilities inventory. Thus, other facilities which are required in support of a given line item, such as utilities, roads, walks, etc., are shown as component parts. Included on the assignment document are the dollar amounts authorized by Congress which indicate the over-all quality and scope of the work. Also shown as dollar figures are the limitations placed on the District Public Works officer; these indicate his authority to proceed with design and/or construction in furtherance of the program authorized by Congress.

(2) One allotment only is issued to the District Public Works Officer to finance all the construction in the District. This eliminates maintaining records on numerous individual "pots" of money, and permits greater flexibility in implementing the program.

(3) Financial reports on construction work in progress are prepared on an accrual basis, thus providing information on percentage of physical completion, as well as financial status.

(4) A definite procedure has been established for transferring completed facilities into the inventory of the activity. The basic facility is broken down into its component categories, and all costs, including those of supervision of construction and design, are recognized. Thus, the addition to the station inventory reflects accurately the net effect of the construction of new facilities.

These pilot installations have been very successful to date, and it is anticipated that the Military Construction Program will be handled in this manner in all Districts in the near future.

c) In order that the Military Construction Program for Fiscal Year 1958 may be submitted to the Congress in accordance with the DOD categories, The Bureau of Yards and Docks is having advance planning estimates for facilities in this program prepared in this manner.

1. The first of these is the fact that the Government has not yet decided whether it will continue to support the policy of non-interference in the internal affairs of other countries. This policy has been the basis of our foreign policy for many years, and it is essential that we should continue to support it. The Government has not yet decided whether it will continue to support this policy, and it is essential that we should continue to support it.

CHAPTER II

OPPORTUNITIES FOR IMPROVEMENT

As has been indicated a number of fundamental questions concerning the budgeting and execution of the Military Construction Program are under consideration at various levels within the Department of Defense. In specific areas, changes in method have been initiated. It appears evident that numerous additional improvements and innovations can be made in the interest of simplifying the process whereby a requirement is translated into a facility in being.

At the very beginning of the cycle, an examination of the current practices indicates that a number of improvements are possible. Without attempting to discuss the Master Planning phase, the importance of which has been briefly alluded to previously, a number of features in the existing method for formulating the program appear to warrant further consideration:

a) Emphasis on Projects.--At the station level where planning requirements are translated into needs for facilities, emphasis is placed on individual projects rather than an integrated program for the station as a whole. The stations in effect evolve "shopping lists" composed of unrelated projects. In the various reviews, these are shuffled around individually and are assigned priorities in such a manner that the station as an entity becomes subordinate to the individual project.

CHAPTER II

THEORY OF THE STATE

It has been observed a number of times in the history of the world that the state is not a thing, but a process. It is a process of development, and its development is the result of the interaction of various factors.

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b) Nomenclature.--A wide variety of terms is employed to denote the functional uses and types of facilities required. Currently the terminology employed depends upon the imagination or inclination of the originator of the project, or the echelon revising his original submission. For example, a water front project might be entitled: pier, wharf, dock, mole, ships berthing, or even water front rehabilitation. This complicates the review process, particularly when a wide variety of terms is used to denote similar facilities carried in inventory.

c) Inconsistency of Data.--At present much of the published information on existing plant and facilities is inconsistent. The following data extracted from various sources are illustrative:

	Inventory ^{1/}	Master ^{2/} Plan	Work ^{3/} Measurement	Digest ^{4/}
NAD, McAlester, Okla.				
Covered Storage	5,771,679SF	-	8,881,000SF	7,194,000SF
Open Storage	498,249SY	-		1,509,000SF
NAS, Pensacola, Fla.				
Land	17,022A	5,277A		5,246A
Railroads		0MI.	00SF	42,000F
Roads	699,887SY	568,155SY		
Walks & Parking	317,382SY	394,429SY		
Total Roads				
Walks & Parking	1,017,269SY	962,584SY	745,000SY	
Other Paved Areas				
Runways	4,170,055SY	267,855SY		
Taxiways	567,692SY	133,000SY		
Aprons	350,219SY	41,800SY		
Other Airfield Paving	98,343SY	373,983SY		
Total -				
Other Paved Areas	5,186,309SY	816,638SY	2,659,000SY	
Total-Paving	6,203,578	1,779,822SY	3,404,000SY	

¹Bureau of Yards and Docks, Inventory of Military Real Property, DD -PGI(SA)142(11011) dated June 30, 1955.

²Master Shore Station Development Plans for each activity.

³"Work Measurement Evaluation for Public Works Type Functions," BuDocks 1681 (Rev. 7/53), Fourth Quarter FY 1955.

⁴Office of Naval Material. Digest of Naval Shore Activities. June 30, 1955.

It is important to note that the results of the analysis are not directly comparable with those of the previous studies. This is due to the fact that the present study was conducted in a different environment and with a different sample. However, the results are generally consistent with those of the previous studies, suggesting that the findings are robust. The results of the analysis are presented in Table 1. The table shows that the results are generally consistent with those of the previous studies, suggesting that the findings are robust. The results of the analysis are presented in Table 1. The table shows that the results are generally consistent with those of the previous studies, suggesting that the findings are robust. The results of the analysis are presented in Table 1. The table shows that the results are generally consistent with those of the previous studies, suggesting that the findings are robust.

Variable	Mean	Standard Deviation	Minimum	Maximum
Age	35.2	12.5	18	65
Gender	50.0	50.0	0	100
Education	12.5	2.5	8	16
Income	25000	10000	10000	50000
Marital Status	60.0	40.0	0	100
Occupation	15.0	15.0	0	30
Religion	30.0	30.0	0	60
Political Affiliation	40.0	40.0	0	80
Health Status	70.0	20.0	50	90
Life Satisfaction	65.0	15.0	40	85
Stress Level	55.0	10.0	30	75
Resilience	60.0	10.0	40	80
Optimism	65.0	10.0	40	85
Gratitude	70.0	10.0	40	90
Forgiveness	75.0	10.0	40	95
Empathy	80.0	10.0	40	100
Compassion	85.0	10.0	40	100
Kindness	90.0	10.0	40	100
Generosity	95.0	10.0	40	100
Patience	90.0	10.0	40	100
Self-control	85.0	10.0	40	100
Emotional Stability	80.0	10.0	40	100
Psychological Well-being	75.0	10.0	40	100
Overall Life Satisfaction	70.0	10.0	40	100

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That such differences exist is evidence that the practices which have been used in the past for accumulating and reporting information on real property are deserving of attention. Congressional Committees, as well as the Bureau of the Budget and the Office of the Secretary of Defense, frequently refer to the Inventory of Military Real Property in connection with their reviews of the Military Construction Program. When inconsistencies are discovered, confidence in the data presented is impaired.

d) Estimating.--The cost estimates (often preliminary) which are prepared at the station level play an important part in the reviews within the Navy by the Bureaus and the Shore Station Development Board. However, there has been no uniform basis established as to what specifically should be included in the estimates. The role of the estimated cost as an indication of the scope and quality of the facility in question, is sometimes subordinated to its use to indicate the amount of funding required. Thus, in many cases, estimates do not reflect the value of government furnished materials, since no additional funds are required for this part of the work. Similarly, the need for utilities and other supporting facilities in connection with a requirement for a building is not always related to the estimated cost of the basic structure. This results in separate projects for utilities and services which, if deleted in the review process, would render the primary facilities inoperable if built.

e) Existing Instructions.--The current instructions governing the preparation and submission of projects for inclusion in the Military Construction Program are somewhat confusing. Both the Assistant Secretary of the Navy (Material) and the Chief of Naval Operations have issued instruc-

tions⁵ concerning the preparation of justifications by individual stations. In addition, the Assistant Secretary of the Navy (Material) has issued further instructions,⁶ directed primarily at review levels within the Navy Department, which pertain to the evaluation of the Military Construction program from data submitted from the field. These instructions, while similar in content, differ as to the details for the preparation of individual project justifications.

f) Collateral Equipment.--This term is rather loosely used to denote accessory equipment of a specialized nature which is required in order that a facility be fully operable. In his instruction to Bureaus and Offices of the Navy Department, the Assistant Secretary of the Navy (Material) has limited it to equipment "having an estimated cost in excess of \$25,000, which, after erection or installation cannot be removed without substantial loss of value or damage thereto, or to the site of erection or installation."⁷ However the fact that numerous collateral items estimated to cost less than \$25,000 appear in the justifications for the Fiscal Year 1957 Military Construction program, indicates that this term has been interpreted somewhat more broadly. In order that programs originated at the station level may be presented on a uniform basis, it would appear that more specific criteria should be established.

⁵SecNav Instruction 11010.2, "Annual Public Works Programs; preparation, justifications and submission of," dated 22 October 1954, and OpNav Instruction 11010.2A, "Shore Station Development Programs, Instructions regarding preparation and submission," dated 19 October 1954.

⁶SecNav Instruction 11010.3, "Annual Public Works Programs; planning, coordination, and development of," dated 22 October 1954.

⁷Ibid.

from the perspective of the individual to the perspective of the community. In addition, the concept of the individual is not limited to the individual himself, but extends to the community as a whole. The individual is not a static entity, but a dynamic one, constantly changing and evolving. The individual is not a passive recipient of external forces, but an active participant in the process of change. The individual is not a isolated entity, but a member of a community, and his actions and decisions have a profound impact on the community as a whole. The individual is not a static entity, but a dynamic one, constantly changing and evolving. The individual is not a passive recipient of external forces, but an active participant in the process of change. The individual is not a isolated entity, but a member of a community, and his actions and decisions have a profound impact on the community as a whole.

It is important to understand that the individual is not a static entity, but a dynamic one, constantly changing and evolving. The individual is not a passive recipient of external forces, but an active participant in the process of change. The individual is not a isolated entity, but a member of a community, and his actions and decisions have a profound impact on the community as a whole. The individual is not a static entity, but a dynamic one, constantly changing and evolving. The individual is not a passive recipient of external forces, but an active participant in the process of change. The individual is not a isolated entity, but a member of a community, and his actions and decisions have a profound impact on the community as a whole. The individual is not a static entity, but a dynamic one, constantly changing and evolving. The individual is not a passive recipient of external forces, but an active participant in the process of change. The individual is not a isolated entity, but a member of a community, and his actions and decisions have a profound impact on the community as a whole. The individual is not a static entity, but a dynamic one, constantly changing and evolving. The individual is not a passive recipient of external forces, but an active participant in the process of change. The individual is not a isolated entity, but a member of a community, and his actions and decisions have a profound impact on the community as a whole.

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Although the Office of the Secretary of Defense has directed⁸ that the DOD categories be employed in presenting the Military Construction Program for Fiscal Year 1958, the data submitted by individual naval activities is not on this basis. A time consuming conversion process will be necessary within the Navy Department. To avoid this in the future, all stations should be instructed to use the DOD categories for their programs for Fiscal Year 1959, and subsequently.

The use of the DOD categories throughout the planning, budgeting, and construction stages presents opportunities for improvements in the management of real property. The categories emphasize the relationship between existing facilities and additional needs--the comparison of inventories with planned additions. They constitute in effect a common denominator, equally applicable to planning, execution, and reporting or accountability. In this connection, should the pilot procedures now being employed in the SIXTH and TWELFTH Naval Districts be applied Navy-wide, progress reports, reflecting work in progress, would be expressed universally in terms of the categories. Such reports would be of optimum value to the activities concerned if their Shore Station Development Programs were similarly expressed in terms of the categories.

The results obtained to date from conversion of the Inventory of Real Property to the categories, and processing by IBM tabulating equipment, foreshadow a wide range of further applications. By the use of electronic data processing equipment, to which the categories appear to be well adapted, a great deal of arduous labor can be eliminated. This should leave more time to searching appraisal of program objectives.

⁸ Assistant Secretary of Defense (Properties and Installations), Memorandum to Service Secretaries, dated 15 Nov. 1955.

Similarly, program analysis would be facilitated, since electronic equipment could perform many operations, such as sorting by types, locations, or functions, which cannot now be performed because of manpower limitations.

CHAPTER III

RECOMMENDATIONS

In order to improve the current method for formulating the Military Construction Program it is considered necessary to modify the basic instructions which now govern the preparation of the annual submission from individual stations. To this end two proposed instructions have been prepared and are attached as Appendixes A and B. Appendix A is a recommended instruction from the Secretary of the Navy to all activities of the Naval Shore Establishment, and is essentially a statement of Navy policy concerning the Military Construction Program. Appendix B is a proposed instruction from the Chief of Naval Operations, which prescribes in some detail the procedures for preparation and submission of the source data for the Military Construction Program, the Annual Shore Station Development Program. It is proposed that these two new instructions take the place of SecNav Instruction 11010.2 and 11010.3, both dated 22 October 1954, and OPNAV Instruction 11010.2A dated 19 October 1954.

Essentially the Military Construction Program emanates at the departmental level based, to be sure, upon information submitted from field activities. It appears appropriate, therefore, to consider the formulation process in two stages. The first is the evolution and submission of the individual station program; the second is the review of all station programs and the determination of the over-all Navy program. In keeping with this view, a definite distinction has been made in the two

proposed instructions between the Annual Shore Station Development Programs to be submitted by Commanding Officers of individual stations, and the Military Construction Program which is prepared in the Navy Department for submission via the various review levels to the Congress. Much of the information required for evaluation of station programs within the Navy may not be of significance to the Congress. For this reason, these instructions contemplate that the Annual Shore Station Development Programs will be used as background or source documents, from which the data required for presentation to Congress can be developed.

The basic features which have been incorporated in these two proposed instructions are summarized as follows:

(a) In keeping with the Cooper Committee concept, emphasis has been placed on the station program, rather than on individual projects. To stress this feature, the word project has been eliminated. Whenever it has been necessary to discuss individual components of a station's programs, the terms facility or line item have been used. Similarly, command identification numbers assigned to individual projects have been omitted. Additionally, the project categories as defined in SecNav Instruction 11010.3¹ have been deleted, as it is felt that they tend to shift the emphasis from the station program. As an exception to this general rule, however, the necessity, under special circumstances, for programs for construction at various locations has been recognized and provided for.

(b) The distinction between authorizations and appropriations by Congress has been emphasized, as has the role of the authorization as the basic control over the scope of the Military Construction Program.

¹SecNav Instruction 11010.3, op. cit., pp. 5-7.

(c) The DOD categories have been incorporated throughout the process, with emphasis on the importance of relating requirements to inventories. Also stressed is the use of the categories to break down estimates into components which indicate the extent to which supporting facilities are required in connection with a new basic facility.

(d) A uniform basis for preparing cost estimates has been outlined, involving the use of lump-sum estimates for construction contracts. Also, in the interest of full disclosure to the Congress, as well as to insure that estimates can be used more meaningfully to reflect the scope and quality of the proposed work, the cost of any government labor or material has been included in the estimates. Admittedly this will be difficult for certain overseas construction programs, particularly when construction by Seabees is involved. However, most of such programs originate within the Navy Department, and, because of their unusual nature, it is felt that they can be handled on an exception basis.

(e) In order to provide more time for review of station programs in the Navy Department, the procedure for submission has been altered to permit concurrent review by Commandants and Sponsors.

(f) The definition of collateral equipment has been modified in such a manner as to specifically exclude minor items of personal property such as furniture and portable equipment. It is felt that collateral equipment should normally constitute an integral part of the building or structure, and that it should be limited to items which constitute Class II plant account.

(g) No provision has been made for special requests for facilities by Commanding Officers between submissions of their Annual Shore Station Development Programs. It is felt that a provision of this sort detracts from the emphasis on sound planning. Such items, if sufficiently important,

1. The first step in the process of identifying a problem is to determine the nature of the problem. This involves a thorough understanding of the situation and the factors that may be contributing to the problem. Once the nature of the problem is understood, the next step is to identify the causes of the problem. This can be done by conducting a root cause analysis, which involves identifying the underlying factors that are contributing to the problem. Once the causes of the problem are identified, the next step is to develop a plan to address the problem. This plan should be based on the identified causes and should include specific actions that will be taken to address the problem. Finally, the plan should be implemented and the results should be monitored to ensure that the problem is resolved.

1. The first step in the process of identifying a problem is to define the problem. This involves identifying the symptoms of the problem and determining the scope of the problem. Once the problem has been defined, the next step is to identify the causes of the problem. This involves identifying the factors that are contributing to the problem and determining the underlying causes. Once the causes have been identified, the next step is to develop a plan of action. This involves identifying the steps that need to be taken to solve the problem and determining the resources that will be needed to implement the plan. Finally, the last step in the process is to implement the plan and monitor the results. This involves putting the plan into action and tracking the progress of the solution. Once the problem has been solved, the final step is to evaluate the results and determine if the solution was effective. This involves comparing the results of the solution to the original problem and determining if the problem has been solved.

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(7) The defendant is entitled to judgment and costs because he has shown that he was not negligent.

will inevitably be handled as special cases by the cognizant Bureaus.

One of the most important recommendations of the Cooper Committee's Construction Activities Working Group was that authorization be obtained from Congress for a three year construction program for the individual station. More specifically the report recommended:

The Military Public Works Construction Program should be considered as a "moving program" by bringing forward all uncompleted authorizations as well as the construction work in process, and by adding to the same program the proposed work. The establishment of separate programs by public laws authorizing the programs and appropriating the funds should be discontinued.²

The desirability of such a change in concept appears obvious; it would provide a great deal of badly needed flexibility. The current difficulties resulting from each authorization act being separate and distinct would largely be eliminated. It would appear that, before such an innovation can be proposed to Congress, increased emphasis should be placed on individual programs. Accordingly, the recommendations contained herein stress the view of the Cooper Committee that "The control points for the Military Public Works Program should be the stations."³ If this can be done successfully, it is felt that the ultimate evolution of a three year authorization for each station can be established as a goal. However, in the proposed instructions, the URGENT items only in each station's program have been included in the Military Construction Program. It is not considered desirable at this time to present long-range requirements to the Congress in other than summary form, i.e., dollar estimates of future authorizations required. The few master plans which have been approved to date would indicate that numerous modifications to long-range plans would be necessary.

Inasmuch as the format for submission of data from the field should be uniform, suggested forms for this purpose have been included as enclosures

²Military Construction Program, op. cit., p. 6.

³Ibid., p. 7.

to Appendix B. In developing them an effort was made to incorporate as much as possible of the information which would be of value to reviewing authorities within the Navy Department. No attempt has been made to design a form which would serve as well for submission to DOD or to Congress. Pursuant to recent instructions from the Assistant Secretary of Defense (Properties and Installations) concerning the submission of the Military Construction Program for fiscal year 1958,⁴ the format to be used next year is currently under discussion within the Navy Department. From points brought forth in a recent conference on this subject,⁵ it appears probable that the forms now prescribed by DOD will be modified for subsequent programs. For this reason it was considered preferable not to use the current DOD format for obtaining the basic data from the stations.

Since the mechanics of presentation is considered to be of secondary importance, it is felt that any form which provides the information required would be satisfactory. Undoubtedly the forms suggested herein can be improved upon, particularly as regards data concerning missions and work load. A detailed examination of the review and evaluation processes within the Navy Department is beyond the scope of this study, and consequently it is possible that certain points of interest may have been overlooked. However, reference to specific forms in such an instruction provides a convenient means of indicating the type of information which is required. For this reason, they have been used in conjunction with the detailed instructions contained in Enclosure (2) to Appendix A for

⁴AstSecDef (Properties and Installations) Memorandum, 15 Nov. 1955, op. cit.

⁵Conference between representatives of the Assistant Secretary of the Navy (Material) Chief of Naval Operations, and Bureau of Yards and Docks on 4 April 1956.

illustrative purposes. Obviously modifications to the written instructions will be necessary if some other format is considered to be more appropriate.

The instructions recommended herein pertain primarily to the submission of station programs. No attempt has been made to prescribe detailed procedures for the development, within the Navy Department, of the Military Construction Program.

Since many of the points covered by existing instructions are not affected by the changes which have been proposed, an attempt has been made to incorporate into Appendixes A and B those which are pertinent to the formulation of programs in the field. In some instances identical language has been used, and in others the provisions of the existing instructions have been combined and condensed. Since the proposed instruction from the Secretary of the Navy is limited essentially to policy, the detailed procedural content of the two existing instructions has been covered either in the proposed OPNAV Instruction or in its enclosures.

It will be noted that a number of the provisions of SecNav Instruction 11010.3 have been omitted from Appendixes A and B. Since much of this instruction relates to the exercise of broad controls over the Military Construction Program by the Assistant Secretary of the Navy (Material), only those portions which are considered to be of primary interest at the station level have been included. This will necessarily require the issuance of supplementary instructions to cover the areas which have been excluded from the two proposed herein.

In connection with the use of the DDC Categories, it is felt that further attention should be devoted to terminology. Although the Categories constitute a uniform method of classification, the individual titles assigned are not entirely descriptive when taken out of context. For

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example, the title for Code 1149, "Operational Facilities other than Buildings,"⁶ would not impart much information about what specific type of facility was required. Nor would Code 223, "Production-Ships, Spares,"⁷ tell a reviewer which of the many kinds of shipbuilding items was involved; it would be necessary to find this information elsewhere.

To insure that the titles assigned to individual line items in station programs are sufficiently descriptive, standard terminology should be developed to describe the various types of facilities which are covered by each of the basic categories. Some action toward this objective has already been taken by the Bureau of Yards and Docks.⁸ In refining the categories for use in connection with the Inventory of Military Real Property, two additional digits were employed and additional titles assigned to various types of facilities within a given basic category. Thus, Code 223 has been broken down into 223-01 Buildings, 223-02 Ground Ways, 223-03 Launching Ways, 223-04 Ship Building Ways, and 223-06 Other Facilities. Although additional information is provided by this breakdown, it would still be necessary to place many facilities under 223-06 which has no descriptive title.

The enclosure to Appendix A permits the use of the descriptive titles evolved by the Bureau of Yards and Docks whenever appropriate. In instances when none of these would indicate with sufficient clarity the type of facility involved, it will be necessary for stations to develop short titles of their own. In both cases, however, the appropriate DOD category code number must be indicated.

⁶DOD Instruction 4165.3, op. cit.

⁷Ibid.

⁸Bureau of Yards and Docks, Instructions and Data Required for the Preparation of Property Record Cards for Physical Inventory of Military Real Property. 1 July, 1951.

Ultimately, it is felt that short titles which depict the end use or function of a wide variety of facilities should be adopted uniformly by the three services. This would facilitate the review processes within the Executive Branch, as well as examination by Congressional Committees. A current publication of the Air Force, AFM 93-2⁹ contains a very detailed breakdown of the DOD Categories, and this could well be expanded to cover additional facilities peculiar to the Army and the Navy.

⁹U. S. Department of the Air Force. Real Property Standard Codes and Nomenclature. AFM 93-2, 1 Feb. 1956.

CHAPTER IV

SUMMARY

This report has indicated briefly some of the problems which are encountered in the process of formulating and executing the Navy's program for augmenting the Shore Establishment to provide more effective support for the operating forces. Reference has been made to certain of the recommendations made by the Cooper Committee for improving the budgetary process, with emphasis on the steps which have been taken toward implementation. An important one of these developments was the establishment of the DOD Facility Classes and Construction Categories, and their application to inventories of real property as well as to the Military Construction Program. The second major development has been the evolution, on a "pilot shop" basis, of a more effective method for administering the construction program. The efforts which have been made to date to improve both aspects of the budget-process, the formulation stage as well as that of execution, are indicative of progress toward the evolution of a more effective program.

Of the many areas which are deserving of further attention, the point of origin of the Military Construction Program has been singled out for study in this report. It is at the individual station level that the requirements for a majority of the additional facilities which constitute the program are originated. It is also here that the actual construction takes place.

Analysis of the current procedures for the submission from stations of projects for new construction, indicates that changes should be made to

keep pace with developments in other aspects of the budgetary process. To this end the current instructions which govern the submission of projects have been reviewed in detail, and suggested revisions proposed. These new instructions are attached as Appendixes A and B to this report. Among the changes recommended in these instructions are:

- a) The program for the development of each station is given primary emphasis.
- b) The role of the authorization as the primary control over programs by the Congress is stressed, as is the use of the cost estimate as a limit on the quality of the physical scope.
- c) The DOD Categories have been incorporated throughout.

These instructions pertain only to procedures for the submission of station development programs. The process of converting the data submitted from the field into the Military Construction Program is beyond the scope of this study.

Implementation of the changes proposed herein will facilitate the evolution of further improvements in the budgetary process. Of these, perhaps the most significant is the Cooper Committee concept of long-range authorization by the Congress, in lieu of the current practice whereby each Authorization Act constitutes a separate package. Additionally, the universal use of the DOD Categories opens the way for greater application of electronic data processing techniques throughout the budgetary formulation and execution stages.

APPENDIX A

PROPOSED INSTRUCTION FROM THE SECRETARY OF THE NAVY ON THE FORMULATION OF THE MILITARY CONSTRUCTION PROGRAM

From: Secretary of the Navy
To: Distribution List

Subj: Military Construction Program; formulation of

Ref: (a) SecNav Instruction 11010.2 dated 22 October 1954
(b) SecNav Instruction 11010.3 dated 22 October 1954
(c) DOD Instruction 4165.3 dated 11 March 1955
(d) BuDocks Instruction 11010.15 dated 8 December 1955
(e) OpNav Instruction 11010.1A dated 3 February 1955

1. Purpose. The purpose of this Instruction is to set forth the policy of the Department of the Navy governing the formulation of the Military Construction Program.

2. Cancellation. References (a) and (b) are hereby canceled and superseded.

3. Background.

a) A basic factor which must be appreciated in considering the Military Construction Program is that two separate and distinct legislative processes are involved. The first step is Authorization by the Congress. At this stage, the Congress, considering the broad aspects of National Defense, grants approval for such additional facilities as are required to enable the Navy to perform its mission. In the second phase, the Appropriation Act, the Congress is more concerned with the problem of the extent to which the

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Nation's economy can and should support the authorized Military Construction Program.

b) Prior to authorizing the construction of additional station facilities needed by the Naval Shore Establishment for the support of the Operating Forces, the Congress must consider the validity of the requirement, and the scope of the facilities proposed. At this stage, the estimated cost of the buildings or structures is primarily of value as a convenient quality limitation on the physical scope of the recommended program. Recognizing that differences between estimates and actual construction costs are inevitable, the Congress in recent authorization legislation has provided for a certain amount of flexibility in the prices for items included in individual Acts. However, each Authorization Act represents a specific action by the Congress, and there is no price flexibility between items at the same stations which may have been authorized by separate laws.

c) While each Authorization law is an entity in itself, the Appropriation Act is more in the nature of a deposit to a bank account. In effect, each year through the appropriation process, the Congress provides additional dollars which are available to pay for authorized construction. At the same time, however, a searching review is made by the Appropriations Committees and by the Congress, of the Navy's past progress, and future plans for implementing the authorized program. In this program review process, it is not unusual for certain items to be singled out for specific attention one way or another, and the Navy must be responsive to the intent of Congress as reflected in the records of hearings, committee reports, and the language of the Appropriation Act.

d) Pursuant to the establishment of the Office of the Secretary of Defense, the Military Construction Programs of the three services have been

During 1960, the Board of Directors of the American Telephone and Telegraph Company, Inc. (AT&T) has been actively engaged in a study of the various factors which may affect the future of the telephone industry.

The Board has been particularly concerned with the question of the future of the telephone industry in the light of the rapid changes in the communications field. The Board has been studying the various factors which may affect the future of the telephone industry, including the impact of new technologies, the changing needs of the public, and the changing economic environment. The Board has been particularly concerned with the question of the future of the telephone industry in the light of the rapid changes in the communications field. The Board has been studying the various factors which may affect the future of the telephone industry, including the impact of new technologies, the changing needs of the public, and the changing economic environment. The Board has been particularly concerned with the question of the future of the telephone industry in the light of the rapid changes in the communications field. The Board has been studying the various factors which may affect the future of the telephone industry, including the impact of new technologies, the changing needs of the public, and the changing economic environment.

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consolidated. This has disclosed inconsistencies in terminology and method of presentation which have prompted the Office of the Secretary of Defense to take action to effect greater coordination between the programs of the Army, Navy, and Air Force. One step in this direction has been the establishment, by reference (c), of uniform facility classes and construction categories to be used by all the Military Departments. Reference (d) disseminated these categories, together with the numerical three digit code numbers, throughout the Naval Shore Establishment.

4. Scope. The following types of capital items, which are planned to satisfy particular needs of shore activities of the Navy, are included in the Military Construction Program:

a. Land and interests in land (such as rights of way and easements), other than leaseholds.

b. Buildings, structures, and other improvements to land having an estimated cost in excess of \$25,000.

c. New family quarters regardless of cost.

d. Collateral equipment and fixtures having an estimated cost in excess of \$25,000, which, after erection or installation, cannot be removed without substantial loss of value or damage thereto, or to the site of erection or installation. Such equipment requires special procurement; items carried in stock will not normally be considered as collateral, nor will furniture or portable items of personal property (Class 3).

The Military Construction Program does not include land or facilities needed in connection with the support of Naval Reserve Forces, since such requirements are authorized and funded by separate legislation.

5. Policy. The objective of the Department of the Navy is to present its Military Construction Program in such a manner as to portray the facilities required at each installation or station, related in concrete terms to missions and work loads. To achieve this objective, the following policies are established:

a. The Navy's over-all program is composed primarily of development programs for individual stations or installations. A Master Plan for each station, related to its peacetime and mobilization mission, is the basis for its development program. Emphasis will be placed on the relative needs of stations for augmentation or replacement of facilities rather than on individual construction projects.

b. The program for an installation or station will consist of one or more line items of construction. Each line item will consist of a usable facility which can be identified as to its purpose with one of the basic categories established by reference (c). These categories will also be used to indicate the components of each line item which reflect the extent to which other features, such as roads, utilities, and other supporting facilities, must be provided in order that the item be fully operable.

c. The authorized physical scope of the basic category which defines the primary purpose of the line item will be the legal control. The scope of the supporting or secondary categories may be varied as necessary to accomplish the purpose of the line item.

d. Cost estimates will be based upon lump-sum competitive bid construction contracts, regardless of whether or not it is planned to accomplish the work in this manner, or whether government-furnished labor, material, or equipment will be employed in construction. This will insure that the estimates, as well as the subsequent accounting and reporting, reflect the true investment of the government in military real property. Estimates will

include an appropriate allowance for design and administrative cost, as well as contingencies. For each line item the estimate will be broken down by basic categories.

e. The estimated cost of a line item may be considered to be a limitation on quality, rather than the physical scope which is described in physical terms. Just as an individual's financial resources might limit the quality of the new automobile he could purchase to the \$2000-or-less class, so the dollar limits on authorizations imposed by the Congress restrict the quality which may be incorporated into the construction of new facilities.

f. Station programs will be justified in clear and concise terms which will demonstrate why the facilities are needed. Justifications will include data on existing facilities (including those of other services if applicable), and will demonstrate why they cannot be utilized to meet the requirements.

g. In the formulation of station programs, due regard will be given to facilities required to improve the efficiency and economy of operation, and to replace high cost or obsolete facilities. Particular attention will be given to "self liquidating" facilities which can be estimated realistically to result in savings which will amortize their cost in ten years or less.

h. Special programs originated at the Departmental level involving construction at various locations will be employed only when the exigencies of the situation clearly preclude their being incorporated into individual station programs.

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1. The first step in the process of identifying a problem is to determine the nature of the problem. This involves a thorough understanding of the situation and the factors that are contributing to the problem. Once the nature of the problem is understood, the next step is to identify the causes of the problem. This involves a detailed analysis of the situation and the factors that are contributing to the problem. Once the causes of the problem are identified, the next step is to develop a plan of action to address the problem. This involves determining the steps that need to be taken to address the problem and the resources that will be required to implement the plan. Once a plan of action has been developed, the next step is to implement the plan. This involves carrying out the steps that have been identified in the plan of action. Finally, the last step in the process is to evaluate the results of the plan. This involves determining whether the plan has been successful in addressing the problem and whether any adjustments need to be made.

6. To implement the policies enunciated herein, responsibilities are delineated as follows:

a. Commanding Officers

(1) Each Commanding Officer of a naval activity is responsible for the preparation of a Master Shore Station Development Plan for his station as prescribed by reference (c). Each year, in accordance with detailed instructions from the Chief of Naval Operations, he shall submit an Annual Shore Station Development Program derived from his Master Plan. This program will reflect the facilities required to be funded in each of the three succeeding budget years, as well as such long range requirements as must, in his opinion, be funded prior to mobilization.

(2) Commanding Officers are expected to keep their programs under continuous review, and must insure that an appropriate balance is maintained among facilities which will:

- a. Contribute to safety of life and property
- b. Promote human efficiency
- c. Protect the government's investment in the current or mobilization potential of their activities.

(3) Commanding Officers are responsible for preparing comprehensive justifications for facilities proposed for inclusion in the Military Construction Program. They must insure that the need for each is conclusively demonstrated.

b. Sponsors

(1) Management bureaus and other sponsors shall review station development programs submitted by activities under their management control, and submit to the Chief of Naval Operations station programs recommended for inclusion in the Military Construction Program. Due consideration will be given to:

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a. Deficiencies in ability to meet missions, workload and base loading.

b. Appropriate instructions containing guidelines, limitations, and other criteria relative to specific types of facilities (such as family housing, welfare and recreation facilities, medical facilities, etc.).

c. The systematic replacement of high cost or obsolete facilities.

d. The relative priority of the needs of individual stations.

(2) Each sponsor is expected to provide the activities under his management control with timely and detailed guidance concerning programs being undertaken which will necessitate the construction of additional facilities. On 1 June of each year sponsors will advise their field activities of programs which may require facility support in the forthcoming four (4) fiscal years. Two copies of each sponsor's annual program guidance for the ensuing four (4) fiscal years, and two copies of whatever interim guidance has been provided to field activities, will be provided to this office and to the Chief of Naval Operations.

(3) Upon approval by the Chief of Naval Operations of station programs for advance planning, sponsors will provide to the Bureau of Yards and Docks sufficient data, as to the scope of the facilities required, to permit the prompt negotiation of contracts for advance planning by private architectural and engineering firms.

c. The Chief of Naval Operations will:

(1) Issue implementing instructions concerning the format, time schedule, and channels through which station programs will be submitted.

(2) After review of programs submitted by sponsors, advise the Chief of the Bureau of Yards and Docks as to the facilities at each station which are approved for advance planning.

1. The Commission is authorized to make such investigations and

to make such reports as it may deem proper.

2. The Commission is authorized to make such investigations and

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15. The Commission is authorized to make such investigations and

to make such reports as it may deem proper.

(3) Recommend to this office annually the Military Construction Program including:

(1) That portion of the development program of each station for which an URGENT need exists.

(ii) Complete justification for all facilities proposed for authorization or funding, together with estimates of cost.

(iii) Summary information on station facilities planned for authorization in the future.

d. The Bureau of Yards and Docks will:

(1) Make advance planning studies for facilities as authorized by the Chief of Naval Operations and furnish sponsors with realistic estimates of cost, summarized in accordance with the categories prescribed by reference (c). Such advance planning studies will demonstrate clearly that the facilities are feasible from a technical viewpoint, and that the proposed construction constitutes the most economical means of fully satisfying the requirement. Where appropriate, advance planning should include site selection studies, feasibility studies, preliminary plans, and outline specifications.

(2) Notify the sponsor whenever incremental funding will result in significant increase in the construction cost.

(3) Insure that the estimated usable life of any proposed structure is consistent with the duration of the requirement.

(4) Recommend to the sponsor the amounts for each station which can be reasonably expected to be placed under contract during the fiscal year for which the program is submitted.

(5) Report to this office, and to the Chief of Naval Operations, whenever information from sponsors covering the scope of the facilities

(1) The Board of Directors shall have the right to determine the

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(2) The Board of Directors shall have the right to determine the

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required is insufficient in clarity, or detail, to permit prompt completion of advance plans.

(6) Insure that the facilities proposed for inclusion in the Military Construction Program are in consonance with the technical features of the station master plans.

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APPENDIX B

PROPOSED INSTRUCTION FROM THE CHIEF OF NAVAL OPERATIONS
ON THE PREPARATION AND SUBMISSION OF ANNUAL SHORE
STATION DEVELOPMENT PROGRAMS

From: Chief of Naval Operations
To: Distribution List

Subj: Annual Shore Station Development Program, instructions for
preparation and submission of

Ref: (a) SecNav Instruction 11010.____ (Proposed)

(b) OPNAV Instruction 11010.5 of 27 October 1953

(c) OPNAV Instruction 11010.1A of 3 February 1955

(d) BuDocs Instruction 11011.15 of 8 Dec 1955

Encl: (1) DOD Instruction 4165.3 of 11 March 1955

(2) Instructions for preparation and submission of Shore Station
Development Programs

(3) Shore Station Development Program: Part A. Facilities Summary

(4) Shore Station Development Program: Part B. Justification for
Urgent Facilities

(5) Shore Station Development Program: Part C. Estimate of Cost
for Urgent Facilities

1. Purpose. The purpose of this instruction is to outline the format and
procedure for annual submission of the subject program in accordance with
the policy prescribed by reference (a).

2. Cancellation. This instruction supersedes and cancels OPNAV Instruction
11010.2A, Serial 3048P44 of 19 October 1954.

ANNEX 1

PROCESSES INVOLVED IN THE DEVELOPMENT OF
THE NATIONAL AND REGIONAL POLICY
ON HUMAN RIGHTS

Year 1990-1991
The

1. The National Commission on Human Rights

2. The National Commission on Human Rights

3. The National Commission on Human Rights

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3. Definitions

a. Chief of Naval Operations Shore Station Development Board. The Board established by enclosure (1) of reference (b), hereinafter referred to as CNO SSDB.

b. Sponsors. The Commandant, Marine Corps, and the Chiefs of the Bureaus and Offices listed in subparagraph d. below, who are responsible for presenting and justifying Public Works projects to the CNO SSDB.

c. Associate Members of CNO SSDB. Enclosure (1) of reference (b) provides that there will be one Associate Member of the CNO SSDB and an alternate from each Sponsor. Associate Members will represent the Sponsors in presenting their comments, recommendations, and detailed project justifications to the CNO SSDB. Associate Members are charged with the responsibility of securing, and having available at meetings of the CNO SSDB, such technical assistants, Bureau of Yards and Docks personnel, and representatives of Bureaus and Offices, other than the Sponsor, as are necessary to present and justify adequately projects for which they are Sponsors. Sponsors will designate in writing the names of the Associate Members of the CNO SSDB and their alternates.

d. Program Classes. There are thirteen classes of shore activities of the Department of the Navy, each of which is under the cognizance of a Sponsor as listed below. Sponsorship responsibility corresponds to management control responsibility as assigned in the Catalog of Naval Shore Activities. Where management control is not designated (Example: Commander-in-Chief, Pacific Fleet, Headquarters; Fleet Activities, Yokosuka, Japan), programs for activities will be sponsored in accordance with predetermined or anticipated financial support responsibility.

1. Introduction

The purpose of this document is to provide a comprehensive overview of the current state of the art in the field of artificial intelligence, with a particular focus on the development of deep learning models. This document is intended for researchers and practitioners in the field of AI, and is intended to provide a clear and concise summary of the key findings and challenges in this area.

The document is organized into several sections, each of which covers a different aspect of the field. The first section, "Introduction", provides an overview of the field and its history. The second section, "Deep Learning", discusses the development of deep learning models and their applications. The third section, "Applications", discusses the various ways in which deep learning models are being used in practice. The fourth section, "Challenges", discusses the key challenges that remain in the field of AI.

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<u>Program Class</u>	<u>Sponsor</u>	<u>Program Class</u>	<u>Sponsor</u>
1	BUSHIPS	7	BUPERS
2	ICNO-LOGISTICS (OP-04)	8	BUMED
3	BUAER	9	NAVAL COMMUNICATIONS (OP-30)
4	BUSANDA	10	OFFICE OF NAVAL RESEARCH
5	MARCORPS	11	BUDOCKS
6	BWORD	12	NAVAL OBSERVATORY (OP-26)
		13	HYDROGRAPHIC OFFICE (OP-25)

e. Commandants. As used herein the term refers to the Commandant, Marine Corps, Area Commanders, Commandants of Naval Districts, and River Commands, and the Chief of Naval Air Training.

f. Command. As used herein, in such connections as "command priority," "command program," or "command number," the term refers to the shore activities as a whole under the cognizance of a Commandant.

g. Command Shore Station Development Boards. The Boards, hereinafter referred to as Command SSDB, established by the Commandants to review and coordinate, on the basis of command and station plans and programs, the technical, military and other requirements for the development programs of activities within their commands. The term refers only to the final or highest level public works reviewing board under each command.

h. Military Construction Program. The program submitted annually by the Secretary of the Navy for authorization and appropriation by Congress for land and facilities required throughout the Naval Shore Establishment. Excluded from this program are land and facilities required in support of the Naval Reserve Program.

i. Master Plan. This is the Master Shore Station Development Plan for an individual naval activity, as delineated in reference (c).

j. Facilities. This term includes lands, buildings, and structures as classified by Enclosure (1), and discussed in reference (d). The terms

"public works" and "public utilities" are frequently used synonymously to denote the same types of installations.

4. Scope. The Annual Shore Station Development Program for an individual station or activity represents the considered judgment of the Commanding Officer, or Commandant in the case of programs originated at the Command level, concerning facilities as defined required to:

- a. Meet current missions and workload
- b. Contribute to safety of life or property
- c. Promote human efficiency or habitability
- d. Replace high cost or obsolete facilities
- e. Meet mobilization requirements involving long construction lead time.

It is composed of facilities which fall into the following classes insofar as timing is concerned:

(1) URGENT. Those facilities which are so urgent that they must be funded in the fiscal year for which the program is submitted.

(2) ESSENTIAL. Those facilities which need not be funded in the fiscal year for which the program is submitted, but which are so essential that they must be funded no later than the year following.

(3) IMPORTANT. Those facilities which need not be funded in the fiscal year for which the program is submitted nor the year following, but are so important that they must be funded in the second year following.

(4) LONG RANGE. Those facilities which need not be funded in the next three fiscal years, but must be funded prior to mobilization.

Normally, only those facilities for which there is an URGENT need will be recommended for inclusion in the annual Military Construction Program. However, information on requirements for the two years following, as well as the long range needs, are required for planning purposes.

1. History - The small town of... was founded in 1800. It was one of the first towns in the state to be founded. It was one of the first towns in the state to be founded. It was one of the first towns in the state to be founded.

5. Relationship of Annual Shore Station Development Programs to Individual Station Master Plans.

a. As indicated in reference (c), the Master Plan for each activity is intended to portray in concise terms: (a) the peacetime and mobilization missions, (b) the existing inventory of facilities available to carry out these missions, (c) the facilities which are in the process of being added, and (d) the additional facilities required to correct deficiencies. It is both a plan for the orderly peacetime development of the station, as well as a plan for its ultimate expansion to meet wartime situations. Thus, the Master Plan constitutes the basis for the requests for authorizations and appropriations for the construction of additional facilities.

b. The Annual Shore Station Development Program serves as the means by which the Commanding Officer submits his request for implementation of that portion of the Master Plan for his activity which reflects current requirements. Since both the Master Plan and the Shore Station Development Program are derived from the facilities requirements of the station, each must be in consonance with the other. In the preparation of the Master Plan, the planned future of the activity is emphasized, and the physical development in terms of facilities and areas is stressed. The Annual Shore Station Development Program reflects existing deficiencies in the station's ability to perform its current mission, as well as deficiencies which can be foreseen in the immediate future.

c. It is obvious that there will be instances, due to recently changed conditions, when Annual Shore Station Development Programs will be at variance with certain features of approved Master Plans. In such instances, Commanding Officers will indicate clearly the reasons for such changes, and, as soon as practicable thereafter, will submit appropriate revisions to their Master Plans in accordance with reference (c).

1. The first of these is the fact that the world is not a homogeneous whole. It is divided into many different parts, each of which has its own characteristics and its own problems. This is true of the physical world, of the social world, and of the human world. The physical world is divided into different regions, each of which has its own climate, its own topography, and its own resources. The social world is divided into different societies, each of which has its own culture, its own institutions, and its own values. The human world is divided into different individuals, each of which has its own personality, its own experiences, and its own aspirations.

2. The second of these is the fact that the world is not a static whole. It is constantly changing and developing. This is true of the physical world, of the social world, and of the human world. The physical world is constantly changing because of the forces of nature. The social world is constantly changing because of the forces of human activity. The human world is constantly changing because of the forces of human growth and development.

3. The third of these is the fact that the world is not a unified whole. It is divided into many different parts, each of which has its own interests and its own goals. This is true of the physical world, of the social world, and of the human world. The physical world is divided into different regions, each of which has its own interests and its own goals. The social world is divided into different societies, each of which has its own interests and its own goals. The human world is divided into different individuals, each of which has its own interests and its own goals.

4. The fourth of these is the fact that the world is not a predictable whole. It is full of uncertainty and risk. This is true of the physical world, of the social world, and of the human world. The physical world is full of uncertainty and risk because of the forces of nature. The social world is full of uncertainty and risk because of the forces of human activity. The human world is full of uncertainty and risk because of the forces of human growth and development.

5. The fifth of these is the fact that the world is not a simple whole. It is full of complexity and mystery. This is true of the physical world, of the social world, and of the human world. The physical world is full of complexity and mystery because of the forces of nature. The social world is full of complexity and mystery because of the forces of human activity. The human world is full of complexity and mystery because of the forces of human growth and development.

6. Relationship of the Annual Shore Station Development Program to the Military Construction Program.

a. After detailed examination by Commandants and Sponsors, the Annual Shore Station Development Program submitted by Commanding Officers of activities are reviewed by the CNO ESSEB. At this stage, the development programs of individual stations are converted into a recommended construction program for the entire Navy. Here the relative urgency of requirements at different stations, as well as the priority of needs for specific facilities at individual stations, must be evaluated. The net result of these detailed reviews is the Navy's Military Construction Program.

b. The Military Construction Program is prepared by Sponsors with the technical assistance of the Bureau of Yards and Docks. It is composed of development programs at individual stations broken down into line items of construction, together with such detailed justification data as is required by the Office of the Secretary of Defense, the Bureau of the Budget, and the Congress.

c. The data included in the Annual Shore Station Development Programs submitted by Commanding Officers and/or Commandants will normally provide the basis for the preparation of the justifications required in support of the Military Construction Program. Prior to submission to Congress, many of the facilities will be subjected to an engineering investigation under the direction of the Bureau of Yards and Docks, either by contract with private architectural and engineering firms, or by District Public Works Office design personnel. These advance plans, though of a preliminary nature, serve to demonstrate the feasibility of the proposed improvements, as well as to provide more detailed estimates of cost. The results of such advance planning are incorporated into the justifications for the Military Construction Program.

1. The first step in the process of identifying a problem is to define the problem. This involves identifying the symptoms of the problem and determining the scope of the problem. Once the problem has been defined, the next step is to identify the causes of the problem. This involves identifying the factors that are contributing to the problem and determining the underlying causes. Once the causes have been identified, the next step is to develop a plan of action. This involves identifying the steps that need to be taken to solve the problem and determining the resources that will be needed to implement the plan. Finally, the last step in the process is to implement the plan and monitor the results. This involves putting the plan into action and tracking the progress of the solution. Once the problem has been solved, the final step is to evaluate the results and determine if the solution was effective. This involves comparing the results of the solution to the original problem and determining if the problem has been resolved.

1. The following information is being furnished to you for your information and use only. It is not to be distributed outside your organization. It is not to be used for any other purpose than that for which it was furnished. It is not to be used for any other purpose than that for which it was furnished. It is not to be used for any other purpose than that for which it was furnished.

1. The only reason for the delay in the completion of the work is the delay in the completion of the work.

7. Submission of Annual Shore Station Development Programs.

a. Annually on 1 December, Commanding Officers will submit their Annual Shore Station Development Programs for the fiscal year commencing nineteen (19) months later. Thus, the program submitted on 1 December 1956 will form the basis for the Military Construction Program for Fiscal Year 1959.

b. Annual Shore Station Development Programs will be prepared in accordance with the instructions contained in enclosures (2) through (5). Ten (10) copies of each station program will be submitted to Sponsors, two (2) copies to the appropriate Commandant, two (2) copies to the CNO SSDB, and two (2) copies to the Bureau of Yards and Docks.

(1) Marine Corps Ground Force Activities. Commanding Officers of Marine Corps activities located within Naval Districts or River Command will, in addition, furnish one (1) copy of their program to the appropriate Commandant for information.

(2) Marine Corps Aviation Activities. Commanding Officers of Marine Aviation Activities within a Marine Air Base Command will, in addition, submit a copy of their programs to the Marine Corps Air Bases Command for review and transmittal to the Commandant, Marine Corps for further review. An additional copy will be submitted to the appropriate Naval District or River Command Commandant for information. Commanding Officers of other Marine Corps aviation activities under the military control of a Commandant of a Naval District or River Command will furnish an additional copy of their programs to the Commandant, Marine Corps for information.

(3) Naval Air Training Activities. Commanding Officers of Naval Air Training Activities will submit for information, one (1) additional copy of their programs to the appropriate Commandant of the Naval District or River Command in whose districts their stations are located.

7. Subcommittee on Labor-Management Relations

a. General - The Subcommittee on Labor-Management Relations will study the

labor-management relations in the United States and the effect of the

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(4) Fleet Activities. Programs originated by Fleet Activities for stations within the limits of Naval Districts will be submitted to the appropriate Command SSDB for incorporation into the program for the station. Programs affecting Fleet Activities initiated by Commandants will be cleared with Fleet Commanders prior to inclusion in station or District programs.

(5) Security Classification. Programs will generally be forwarded as unclassified correspondence marked "For Official Use Only." However, if the programs include any classified items, each such item will be forwarded separately in the same detail as required for unclassified items. The word "Classified" together with the estimated cost will be shown in the unclassified portion of the station program at appropriate priority. Items for the acquisition of real estate will generally be unclassified.

c. Reviews of station programs by Commandants and Sponsors will be conducted simultaneously. Commandants will submit to the CNO SSDB, with a copy to each interested Sponsor, by 1 February of each year, comments and recommendations concerning the station programs, including the following:

(1) A statement that the purpose for which each USANT facility in the program is required, cannot reasonably be served by utilizing any known available existing Navy, other government, or private facilities.

(2) Class priority lists of facilities, grouped as to degree of urgency as indicated in paragraph 4, with supporting data attached to each class list.

(3) Facilities determined by Commandants to be necessary at individual stations, and not included in their Shore Station Development Programs, will be prepared in accordance with enclosures (2) through (5) and incorporated into the station programs. Copies of the necessary revisions to the program will be submitted to Sponsors, and Bureau of Yards and Docks as indicated in paragraph 7 (b) above. Similarly, programs initiated by Commandants

which do not constitute modifications to Commanding Officers programs, will be prepared in accordance with enclosures (2) through (5), and submitted as prescribed herein.

(4) In reviewing station programs, each Sponsor will be guided by:

- (a) Missions of stations, and policies and instructions as promulgated by the Secretary of the Navy and the Chief of Naval Operations,
- (b) Programs recommended by Commandants, and
- (c) The Master Plan for each station.

(5) Sponsors will submit to the CNO SSDE by 1 February of each year class priority lists of facilities for which they consider the need to be URGENT, such lists to include any additional facilities requirements which have originated at departmental level. These lists will be prepared and supported as follows:

(a) Normally the line items which comprise the URGENT program for an individual station will have equivalent priority. Thus, the class priority list will represent, insofar as practicable, the relative priority of the needs of individual stations.

(b) The URGENT programs for each station will be listed by category codes.

(c) Each copy of the class priority list will be accompanied by appropriate excerpts from the Shore Station Development Programs for the stations involved, marked up or modified as necessary to reflect the results of review by Sponsors. Each station's Shore Station Development Program should be numbered in accordance with the class priority assigned.

(d) For each research and development item, action taken by the Assistant Secretary of the Navy for Air will be indicated in the supporting data.

which is not consistent with the principle of the Government of the United States, and which is not consistent with the principle of the Government of the United States, and which is not consistent with the principle of the Government of the United States.

(1) The Government of the United States is not bound by the principle of the Government of the United States, and which is not consistent with the principle of the Government of the United States, and which is not consistent with the principle of the Government of the United States.

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(5) The Government of the United States is not bound by the principle of the Government of the United States, and which is not consistent with the principle of the Government of the United States, and which is not consistent with the principle of the Government of the United States.

8. Upon review by the CNO SECDEF of the programs submitted by Commandants and Sponsors, detailed instructions will be issued to the Sponsors and the Bureau of Yards and Docks regarding the final stages of the preparation of the Military Construction Program.



NUMBER 4165.3

DATE March 11, 1955

Department of Defense Instruction

SUBJECT Department of Defense Facility Classes and Construction Categories

I. PURPOSE

The purpose of this Instruction is to establish uniform Facility Classes and Construction Categories together with a numerical code, for use in identification and classification of real property.

II. APPLICABILITY

The Facility Classes and Construction Categories, together with a numerical code shown in Inclosure (1), are established by this Instruction, and shall be applied to planning and programming, budgeting, accounting, ^{record keeping} and reporting ^{ent 10/19/55} in the areas of construction, inventory, and maintenance (insofar as practicable) of real property. This Instruction does not apply to rivers and harbors and flood control projects (civil works) of the Department of the Army, nor to emergency construction accomplished by military forces in direct support of combat operations.

III. REVISIONS

Revisions of and additions to the Facility Classes, Construction Categories, and the three-digit code numbers shown in Inclosure (1) shall be submitted to the Assistant Secretary of Defense (Properties and Installations) for approval and inclusion in this Instruction. Such changes will be coordinated with the Assistant Secretary of Defense (Comptroller). A more detailed breakdown of the categories, and an extension of the numerical code by additional digits or other means may be made for internal use within the Departments.

IV. EFFECTIVE DATE

This Instruction is effective upon date of issue.

Assistant Secretary of Defense
(Properties and Installations)

Inclosure (1)

Facilities Classes and Construction Categories

Facility Classes, Category Groups, and Basic Categories	Unit of Measure
1. <u>Operational and Training Facilities</u>	
110 Airfield Pavements	
111 Airfield Pavements - Runways All runways, landing strips, helicopter landing pads, LTA landing mats.	SY
112 Airfield Pavements - Taxiways All taxiways.	SY
113 Airfield Pavements - Aprons Maintenance, parking, access, operational and other aprons.	SY
116 Airfield Pavements - Other All other miscellaneous airfield pavements such as aircraft washracks, compass swing bases, seaplane ramps.	SY
120 Liquid Fueling and Dispensing Facilities	
121 Aircraft Dispensing High and low speed normal fuel dispensing facilities.	OL
122 Marine Dispensing High and low speed normal fuel dispensing facilities.	OL
123 Land Vehicle Dispensing High and low speed normal fuel dispensing facilities.	OL
124 Operating Fuel Storage Immediate back-up storage for dispensing facilities (exclude bulk, see 400 series) at airfield and other land and marine stations.	Gal
125 POL Pipeline Pipeline, pumping stations, accessory equipment and appurtenances (exclude terminal and bulk storage tanks).	Mi
126 Liquid Fuel and Dispensing - Other	None

- | | | |
|-----|--|------|
| 130 | Communications, Navigational Aids and Airfield Lighting | |
| 131 | Communications-Buildings | SF |
| | Buildings for radio, radar, relay, telephone including globecom, base, net and similar operations. Exclude navigational and aviation aids. | |
| 132 | Communications - Other Than Buildings | None |
| | Antenna system towers, communication control link facilities. Exclude navigation and aviation aids. | |
| 133 | Navigation and Traffic Aids - Buildings | SF |
| | Buildings to house sea and air traffic control. | |
| 134 | Navigation and Traffic Aids - Other Than Buildings | None |
| | Radar approach control, visual av aids, antenna systems, vaults, foundations, towers, beacons and other structures. | |
| 135 | Communication Lines | Mi |
| | Marine cables, underground and overhead cables, opin wire lines. | |
| 136 | Airfield Pavement Lighting | FT |
| | Lighting both sides and approaches for all airfield pavements. Exclude airfield perimeter lighting, street lighting and other general illumination. (See 812) | |
| 140 | Land Operational Facilities | |
| 141 | Operational - Buildings | SF |
| | All buildings for housing operational and operational types of activities and equipment, including alert hangars, LTA hangars. | |
| 142 | Operational - Helium Plants and Storage | None |
| | Facilities for receipt, storage in bulk, processing and reprocessing, and dispensing of helium gas, including tanks, pipes, valves, valve chambers and similar appurtenant equipment and facilities. | |
| 149 | Operational - Facilities Other Than Buildings | None |
| | Facilities other than buildings such as towers and structures in which or from which tactical and organizational type operations are performed or simulated for practice which do not fall readily into another category. Also, protective construction. | |

150	Waterfront Operational Facilities	
151	Piers	FB
152	Wharfs	FB
153	Cargo Handling Facilities	SY
154	Sea Walls, Bulkheads, Quay Walls	None
159	Other Waterfront Operational	None
160	Harbor and Coastal Facilities	
161	Harbor Protection Facilities	None
162	Coastal Protection Facilities	None
163	Moorings	None
	Buoys, Dolphins, Mooring Platforms	
164	Marine Improvements	None
	Groins, Levees, Jetties, Breakwaters, Moles.	
165	Dredging	SY
	Original dredging not directly related to the specific construction of an item. (Place in 183 as inventory)	
169	Other Harbor and Coastal	None
	Harbor and entrance control points, signal towers.	
170	Training Facilities	
171	Training Buildings	SF
	Classrooms and other special buildings in which instruction is given, or the design of which limits their use generally to instructional and training purposes.	
179	Training Facilities - Other Than Buildings	None
	Structures on training courses, ranges, maneuver areas, including training mock-ups, and similar type facilities provided for or limited in use to training (do not include expendable targets, or airfield, waterfront and other facilities which fall readily into other categories).	

2. Maintenance and Production Facilities

210	Maintenance	
211	Maintenance - Aircraft	SF
	Facilities and shops for maintenance and repair of air frames and related assemblies and spares, aircraft engines and related spares and spare parts; other aircraft equipment and spares.	

- 212 Maintenance - Guided Missiles SF
Facilities and shops for maintenance and repair of guided missile systems and parts, ground handling and launching equipment.
- 213 Maintenance - Ships, Spares SF
Ship-ways, ground ways, graving docks, marine railways, appurtenant shipyard facilities and facilities for maintenance and repair of vessels of all types, of floating cranes and dry docks, and of tracked amphibious vehicles such as LVT's. Do not include facilities principally for use in ship building and which fall readily in other categories, such as waterfront facilities, industrial facilities and administrative facilities.
- 214 Maintenance - Tank, Automotive SF
Facilities and shops for maintenance and repair of combat vehicles and non-combat vehicles including self-propelled gun carriages, ambulances and other motorized vehicles. Do not include weapons, tracked amphibious vehicles and construction equipment.
- 215 Maintenance - Weapons, Spares SF
Facilities and shops for maintenance and repair of small arms, automatic weapons, mortars, artillery, guns, launchers, projectors (for arming ships, vehicles and aircraft), flame throwers, torpedo tubes, harbor protective nets, non-electronic equipment. Do not include facilities for guided missile equipment.
- 216 Maintenance - Ammunition, Explosives, Toxics
Facilities and shops for maintenance and repair of ammunition, rockets, bombs, mines, grenades, torpedos, depth charges, demolition materials, pyro-technics, ATO units, guided missile fuels, ammunition parts and related chemicals. Do not include facilities for guided bombs and commercial type petroleum products.
- 217 Maintenance - Electronics and Communication Equipment SF
Facilities and shops for maintenance and repair of radio and radar equipment, radiation aids, sonar equipment, transmission and reception equipment, guided bombs.
- 218 Maintenance - Facilities for Miscellaneous Procured Items and Equipment SF
Facilities and shops for maintenance and repair of:

- (a) Petroleum products, non-petroleum fuel and lubricant and separately procured containers.
- (b) Clothing, leather, textiles, tents, athletic equipment, gas masks, parachutes, life rafts, shoe lasts.
- (c) Military type bridging, landing mats, metal posts, pipe and storage tanks, prefab buildings, construction supplies, mechanical and electrical equipment, all for temporary or war-time use.
- (d) Railway rolling stock and parts, cranes, railway tools, signal equipment, maintenance of way equipment.
- (e) Construction equipment such as power shovels, bulldozers, concrete mixers, earth moving trailers; and hand tools such as pneumatic drills, welding equipment, paint sprays; materials handling equipment such as movable conveyors, warehouse trucks, tractors and trailers, fork lift trucks, stackers.
- (f) Medical and dental instruments, furniture and equipment, X-Ray equipment and film.
- (g) Cameras, film, photographic equipment and supplies.
- (h) Refrigerators, heating, plumbing, lighting and electrical equipment, furniture, office equipment, laundry and dry cleaning equipment, similar equipment for field use.
- (i) Books, publications, reproduction.

Exclude:

- (a) Fuel for ATO, fuel cells.
- (b) Bridge erection boats.
- (c) Railway track ties and accessories.
- (d) Dump trucks, prime movers, installed conveyors and elevators.
- (e) Ambulances.

- 219 Maintenance - Installation, Repair and Operation SF
Facilities and shops for maintenance, repair and overhaul of installation facilities and of installed shop and other equipment used in support of the maintenance-repair-operation function at military installations, including operation of utilities unless such a facility falls more readily in another category.
- 220 Production
- 221 Production - Aircraft SF
Facilities for constructing and assembling new components, air frames and related assemblies and spares, aircraft engines and related spares and spare parts, other aircraft equipment and spares.
- 222 Production - Guided Missiles SF
Facilities for constructing and assembling new components, guided missile systems and parts, ground handling and launching equipment.
- 223 Production - Ships, Spares SF
Ship-ways, ground ways, graving docks, marine railways, appurtenant shipyard facilities for the construction of vessels of all types, of floating cranes and dry docks, and of tracked amphibious vehicles such as LVT's. Do not include facilities principally for use in ship maintenance and repair and which fall readily in other categories, such as waterfront facilities, maintenance facilities and administrative facilities.
- 224 Production - Tank - Automotive SF
Facilities for constructing and assembling new components, combat vehicles and non-combat vehicles including self-propelled gun carriages, ambulances and other motorized vehicles. Do not include weapons, tracked amphibious vehicles and construction equipment.
- 225 Production - Weapons, Spares SF
Facilities for constructing and assembling new components, small arms, automatic weapons, mortars, artillery, guns, launchers, projectors (for arming ships, vehicles and aircraft), flame throwers, torpedo tubes, harbor protective nets, non-electronic equipment. Do not include facilities for guided missile equipment.

- 226 Production - Ammunition, Explosives, Toxics SF
Facilities for constructing and assembling new components, ammunition, rockets, bombs, mines, grenades, torpedos, depth charges, demolition materials, pyro-technics, ATO units, guided missile fuels, ammunition parts and related chemicals. Do not include facilities for guided bombs and commercial type petroleum products.
- 227 Production - Electronics and Communications Equipment SF
Facilities for constructing and assembling new components, radio and radar equipment, radiation aids, sonar equipment, transmission and reception equipment, guided bombs.
- 228 Production - Facilities for Miscellaneous Procured Items and Equipment
Facilities for constructing and assembling new components for:
- (a) Petroleum products, non-petroleum fuel and lubricant and separately procured containers.
 - (b) Clothing, leather, textiles, tents, athletic equipment, gas masks, parachutes, life rafts, shoe lasts.
 - (c) Military type bridging, landing mats, metal posts, pipe and storage tanks, prefab building, construction supplies, mechanical and electrical equipment, all for temporary or war-time use.
 - (d) Railway rolling stock and parts, cranes, railway tools, signal equipment, maintenance of way equipment.
 - (e) Construction equipment such as power shovels, bulldozers, concrete mixers, earth moving trailers; and hand tools such as pneumatic drills, welding equipment, paint sprays; materials handling equipment such as movable conveyors, warehouse trucks, tractors and trailers, fork lift trucks, stackers.
 - (f) Medical and dental instruments, furniture and equipment, X-Ray equipment and film.
 - (g) Cameras, film, photographic equipment and supplies.
 - (h) Refrigerators, heating, plumbing, lighting and electrical equipment, furniture, office equipment, laundry and dry cleaning equipment, similar equipment for field use.

- (i) Books, publications, reproduction.

Exclude:

- (a) Fuel for ATO, fuel cells.
- (b) Bridge erection boats.
- (c) Railway track ties and accessories.
- (d) Dump trucks, prime movers, installed conveyors and elevators.
- (e) Ambulances.

- 229 Production - DOD Maintenance, Repair and Operation
of Installations SF
Plants and facilities for production and
processing in support of the M-R-O function
at Military Installations; such as stone
quarries, stone crushing plants, saw mills.

3. Research, Development and Test Facilities

- | | | |
|-----|--|------|
| 310 | R&D and Test Buildings | SF |
| | Buildings and scientific facilities used directly in theoretical or applied research | |
| | * and development and test operations. Do not | * |
| | * include buildings and shops used for normal | * |
| | * maintenance, repair and overhaul purposes. | * |
| 390 | R&D and Test - Other Than Buildings | None |
| | Scientific structures and facilities other than buildings, used directly in theoretical or applied | |
| | * research and development and test operations. Do | * |
| | * not include structures and facilities other than | * |
| | * buildings used for normal maintenance, repair and | * |
| | * overhaul purposes. | * |

4. Supply Facilities

- | | | |
|-----|--|-----|
| 410 | Liquid Fuel Storage | |
| 411 | Liquid Fuel Storage - Bulk | Bbl |
| | Depot, terminal and bulk type storage for | |
| | POL, fuel oil, aviation gas and other liquid | |
| | fuel including accessory piping. | |
| 420 | Ammunition Storage | |
| 421 | Ammunition Storage - Depot and Arsenal | SF |

- (a) Igloos, magazines (above and underground), storage pads for support of bulk storage mission.
 - (b) Storehouses for propellants storage, under explosive safety distances criteria, for support of bulk storage mission.
- 422 Ammunition Storage - Installation and Ready - Issue SF
- (a) Igloos, magazines (above and underground), storage pads for day to day use in support of installation mission.
 - (b) Storehousing for propellants, under safety distances, criteria for day to day storage in support of installation mission.
- 423 Ammunition Storage - Liquid Propellant Gal
- Facilities for receipt of bulk storage in tanks, and dispensing from storage of liquid propellants under explosive safety distances criteria including tanks, pipes, valves, valve chambers and similar appurtenant equipment and facilities.
- 430 Cold Storage
- 431 Cold Storage - Depot and In-transit CF
- Freeze and chill plants, cold and refrigerated warehouses and normal processing facilities combined therewith in support of bulk storage mission.
- 432 Cold Storage - Installation and Ready - Issue CF
- Freeze and chill plants, cold and refrigerated warehouses and normal processing facilities combined therewith for day to day storage in support of the installation mission.
- 440 Storage - Covered
- 441 Storage - Covered - Depot and Arsenal SF
- (a) Warehouse, storehouse and garage types of storage completely enclosed by walls, together with heating, sprinkler and alarm systems for support of bulk storage mission.
 - (b) Shed storage not completely enclosed by walls, including alarms and other systems for support of bulk storage mission.

- (c) Covered storage for inflammables, both warehouse and shed types, removed or set apart from other covered storage in accordance with criteria for storage of inflammables for support of bulk storage mission.

442 Storage - Covered - Installation and Organizational SF

- (a) Warehouse, storehouse and garage type storage, completely enclosed by walls, together with heating, sprinkler and alarm systems for day to day storage in support of installation mission.
- (b) Shed storage not completely enclosed by walls, including alarm and other systems for day to day storage in support of installation mission.
- (c) Covered storage for inflammables, both warehouse and shed types, removed or set apart from other covered storage in accordance with criteria for storage of inflammables for day to day storage in support of the installation mission.

450 Storage - Open

451 Storage - Open; Depot

Depot and in-transit open storage such as paved, prepared surface and stabilized areas for support of bulk storage mission.

SY

452 Storage - Open; Installation & Organizational

Open storage such as paved, prepared surface and stabilized areas for day to day storage in support of installation mission.

SY

5. Hospital and Medical Facilities

510 Hospital Buildings

In-patient hospital facilities such as hospital facilities at medical centers, major hospital installations, and installation hospitals for complete in-patient care.

Beds

520 Infirmary Buildings

In-patient infirmary facilities such as limited hospital facilities in areas of low troop population, far from regular hospital facilities to provide limited or normal in-patient care.

Beds

530 Laboratories and Clinics

Laboratory and research facilities, out-patient general clinics, without facilities for in-patient care and veterinarian facilities.

SF

540 Dental Clinics SF
Out-patient dental clinics without facilities
for in-patient care.

550 Dispensaries SF
Out-patient dispensaries without facilities
for in-patient care.

6. Administrative Facilities

610 Administrative Buildings SF
Headquarters and office type buildings to
accommodate offices, professional and technical
activities, business machines, records, files
and administrative supplies for normal operation.
Do not include warehouses for bulk storage of
administrative records and supplies.

620 Administrative Structures - Underground SF

690 Administrative Structures - Other None

7. Housing and Community Facilities

710 Family Housing
711 Family Housing - Dwellings Fam
Buildings to be used as family quarters
including attached private garages.

712 Family Housing - Trailers Fam

713 Family Housing - Trailer Sites Fam
Trailer parking sites or pads with
appurtenant site facilities.

714 Family Housing - Detached Garages No. cars
Appurtenant private garages detached from
family dwellings, but available to occupants.

720 Troop Housing
721 Troop Housing - EM Barracks w/Mess Men
Public housing for bachelor enlisted
personnel and comparable civilians,
both male and female, such as barracks,
dormitories, disciplinary barracks,
detention barracks, and facilities
with mess and galley facilities (except
club and club messing) and latrine and
other facilities as applicable.

- 722 Troop Housing - EM Barracks w/o Mess Men
Public housing for bachelor enlisted personnel and comparable civilians, both male and female, such as barracks, detention barracks and facilities, and latrines and other facilities as applicable, but excluding mess and galley facilities.
- 723 Troop Housing - Detached Facilities SF
Detached facilities appurtenant to bachelor housing for enlisted personnel such as mess and galley facilities and latrines and other facilities which are normally included as an integral part of permanent troop housing, but are usually provided as detached appurtenances to semi-permanent and temporary troop housing.
- 724 Troop Housing - Bachelor Officers Quarters Men
Public housing for bachelor officers and comparable civilians, both male and female, such as BOQ's, nurses' quarters, (exclude club and club messing).
- 725 Troop Housing - Emergency SF
(a) Hutments for troop housing or civilian housing.
(b) Tent frames and floors for troop housing.
- 730 Community Facilities - Personnel Support & Service SF
Facilities for support of the personnel complement such as fire station, hose cart house, brig or guard house, police station, bakery, laundry, dry cleaning plant, waiting and baggage facilities, dependent school or nursery.
- 740 Community Facilities - Morale, Welfare and Recreational - Interior SF
Indoor athletic, recreational and resale facilities such as bowling alleys, field house, gymnasium, swimming pool (indoor recreational), indoor firing range (for recreation), bank, chapel, classrooms (I&E). EM service club, social and recreation building, billiard, pool

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and ping-pong tables, entertainment work shops, bus or taxi ticket station, cafeteria (exchange), commissary sales store, branch exchange facilities, service station (exchange), main exchange or ships service store, maintenance shop (exchange), service outlets (exchange concessions), guest house, hobby shop, library, NCO or CPO, and Mess, officers club and open mess, post office, post restaurant (civilian), theatre or auditorium, Red Cross or YMCA building.

750 Community Facilities - Morale, Welfare and Recreational -
Exterior None

Outdoor athletic and recreational facilities such as volley ball court, basketball court, softball diamond, baseball diamond, football or soccer field, tennis or badminton court, handball or squash court, golf driving range, golf course, swimming pool (outdoor recreational), stadium polo field, outdoor firing range for recreation, outdoor theatre or amphitheatre, boat and canoe pier or wharf (recreational).

8. Utilities and Ground Improvements

810 Electricity

811 Electricity - Source KVA

Plant building, generating plant and appurtenances. Connected fuel storage for plant operation, auxiliary power in same building, switching station.

812 Electricity - Distribution & Transmission Lines LF

Power distribution and transmission lines including streetlighting and floodlighting (exclude airfield lighting).

820 Heat

821 Heat, Steam - Source BTU/HR

Boiler or Powerhouse, central plant including connected fuel storage for plant operation; facilities for generation or supply of hot water, low or high pressure steam for heat, processing or power.

822	Heat, Steam - Transmission	LF
	Exterior transmission and distribution line and mains for central steam and hot water heating systems.	
823	Heat, Gas - Source	BTU/HR
	Central plant and building facilities and appurtenances, including connected fuel storage for plant operation, for generation and storage of gas for direct heating or as fuel for central plants.	
824	Heat, Gas - Transmission	LF
	Exterior lines, mains and systems for transmission of gas for direct heating or as fuel for central plants.	
830	Sewage and Waste	
831	Sewage and Industrial Waste - Treatment and Disposal	mgd
	Plant building, treatment plant, septic tank drain fields, outfall lines and facilities required for treatment and disposal of sewage and industrial waste; also disposal of storm drainage water in combined storm and sanitary sewer systems.	
832	Sewage and Industrial Waste - Collection	LF
	Collection systems and lines for sewage and industrial waste; also collection of storm drainage in combined storm and sanitary sewer systems.	
833	Refuse and Garbage	Ton
	Collection, processing and disposal facilities such as stands and incinerators.	
840	Water	
841	Water - Supply, Treatment and Storage	mgd
	Wells, supply mains, pumping, treatment and filtration plant, plant building, tanks and storage for potable water. Exclude non-potable water systems.	

842	Water - Distribution System	LF
	Distribution mains and lines and systems for potable water. Include fire hydrant and fire protection systems combined with potable water system.	
843	Water - Fire Protection	LF
	Fire hydrants, mains, lines, pumps and systems for fire protection systems not combined with potable water system, usually using salt or non-potable water.	
850	Roads and Streets	
851	Roads	SY
	Roads, streets and incidental parking areas for vehicular traffic, including highway and vehicular bridges.	
852	Sidewalks and other pavement	SY
	Walks and steps for pedestrian traffic including pedestrian bridges; separate parking lots, paved or stabilized areas for vehicular use.	
860	Railroad Tracks	Mi
	All two-rail tracks including spurs, sidings, yards, turnouts, with accessories and appurtenances including railroad bridges.	
870	Ground Improvement Structures	
871	Grounds Drainage	LF
	Drainage and storm sewer system including appurtenant dykes, dams, and retaining walls.	
872	Grounds Fencing, Gates and Guard Towers	LF
	Boundary fence including walls, fencing, gates, watch towers, guard walks and guard shelters.	
880	Fire and Other Alarms Systems	Box
	Separate fire alarm systems, watch reporting or other alarm systems both local and central reporting types. (Do not include systems using normal telephone or telegraph installation).	
890	Miscellaneous Utilities	None
	Miscellaneous central plants, systems, buildings and exterior lines and appurtenances including oxygen acetylene, compressed air and other exterior systems not reportable under any other category. Exclude POL pipelines.	

9. Real Estate

910	Land	
911	Land Purchase, Condemnation, Donation or Transfer	Acre
912	Public Domain Withdrawal	Acre
913	Temporary Use License or Permit	Acre
920	Other Rights	
921	Basement <i>Easements Ch.2 12/12/55</i>	Acre
922	In-lease	Acre
923	Foreign Rights	Acre
930	Improvements	
931	Buildings	SF
932	Site Improvement Includes site clearing and grading, cut and fill, landscaping, etc.	None
933	Demolition Demolition of structures and of other obstructions and removal of debris therefrom and restoring site to useable condition.	None
939	Other (NOTE: For the purpose of the inventory the improvements acquired will be classified according to their function).	None

10. Suspense Accounts

(No inventory codes; temporary accounts to be
transferred eventually to inventory codes
shown above).

ENCLOSURE (2)

INSTRUCTION FOR PREPARATION AND SUBMISSION OF
ANNUAL SHORE STATION DEVELOPMENT PROGRAMS

A. GENERAL

1. The basic points which give emphasis in the review of budgetary proposals in both the Executive and Legislative Branches of the Government are as follows:

- (a) What is the program?
- (b) Why is the program necessary?
- (c) Is the program in balance with other related programs?
- (d) How is the program to be carried out?
- (e) Has a sound estimate of the cost been made?

In presenting the facility needs of his activity each Commanding Officer must insure that these questions are answered as completely as possible. In like manner, Commandants, Sponsors, and the Chief of Naval Operations must stress these points both in the process of their reviews, and in justification of their recommendations to higher review levels.

2. In addition to supporting requests for new facilities, once a program has been authorized, the justification establishes limits on the scope of the work which may be undertaken. Neither the appropriation nor the authorization laws specify in any detail what is to be built at given locations. For example, Public Law 161, 81st Congress lists for the Boston Naval Shipyard "Utilities and replacement of piers, \$8,441,000," which indicates in a very general way only the scope of the work which has been

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(1) SUMMARY

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authorized. The legislation is the result of reviews by the committees of Congress of testimony and justifications presented in support of the programs desired. These data, together with the records of hearings, support the legislation and are frequently consulted when it is necessary to determine the intent of Congress on a particular point.

3. For both these reasons, the importance of careful preparation of program justifications cannot be overemphasized.

B. FORMAT

1. The Annual Shore Station Development Program for each naval activity will be submitted in the format indicated on enclosures (3), (4), and (5). This method of presentation is intended to provide sufficient information to Commandants, Sponsors, and the CNO SSDB to permit searching analysis of the development program recommended by the Commanding Officer. From the information submitted, Sponsors will prepare justifications for station programs recommended for inclusion in the Military Construction Program.

2. As indicated in enclosures (3), (4), and (5), the Annual Shore Station Development Program for each station will consist of three parts:

Part A, the FACILITIES SUMMARY, provides: (a) general data concerning the station (Sections I, II, and III); (b) a listing of the facilities which are so urgently needed that they must be funded into Fiscal Year for which the program is submitted, together with quantitative data; (c) a brief statement outlining the basis for the need for the URGENT items; and, finally, (d), a listing of facilities required in the future, listed in order of priority within the urgency categories ESSENTIAL, IMPORTANT, and LONG RANGE.

also the fact of Congress is a legislative body.

For information, please refer to the following information:

The first three items are listed below:

- (1) The first item is the "General Information" section.
- (2) The second item is the "Detailed Description" section.
- (3) The third item is the "References" section.

Part B, JUSTIFICATION FOR URGENT FACILITIES, contains detailed information on each line item classified as URGENT in Part A, and is divided into three sections, I - Requirement, II - Scope, and III - Analysis.

Part C, ESTIMATE OF COST FOR URGENT FACILITIES, contains a breakdown of the estimated cost for each of the URGENT items, together with information concerning the method of estimating employed.

3. In the preparation of their Shore Station Development programs, Commanding Officers will be guided by the following:

(a) Station Mission. In Part A, Section II a brief concise statement of the over-all mission of the activity, as shown in the latest Basic Naval Establishment Plan (BNEP), or Navy Code Logistics Plan (NCL), as appropriate, is required. Terms sufficiently nontechnical as to be intelligible to the layman should be employed. Missions shown should correspond to the Station Master Plan.

(b) Station Data. The information required is self-explanatory. However, it is especially important that the data included in Part A, Section III correspond with information contained in the Detailed Inventory of Naval Shore Activities, NAVDOCKS P-164, as well as to information contained in the Master Plan of the activity. In the event that discrepancies are discovered between actual conditions and the data contained in the inventory, these should be reported promptly in accordance with Vol. 3, Chapter 6, NAVCOMPT Manual.

(c) Facilities Required FY ____. Part IV consists of a summary of that portion of the Shore Station Development Program for which the Commanding Officer considers the need to be URGENT. The URGENT portion of the program is composed of one or more line items, each constituting a usable facility. The items will be listed in order of priority, with the number

Part 1, containing the first section, shall be

submitted to the Board of Directors on or before the 1st day of

January of each year, and the Board of Directors shall

Part 2, containing the second section, shall be

submitted to the Board of Directors on or before the 1st day of

February of each year, and the Board of Directors shall

Part 3, containing the third section, shall be

submitted to the Board of Directors on or before the 1st day of

March of each year, and the Board of Directors shall

Part 4, containing the fourth section, shall be

submitted to the Board of Directors on or before the 1st day of

April of each year, and the Board of Directors shall

Part 5, containing the fifth section, shall be

submitted to the Board of Directors on or before the 1st day of

May of each year, and the Board of Directors shall

Part 6, containing the sixth section, shall be

submitted to the Board of Directors on or before the 1st day of

June of each year, and the Board of Directors shall

Part 7, containing the seventh section, shall be

submitted to the Board of Directors on or before the 1st day of

July of each year, and the Board of Directors shall

Part 8, containing the eighth section, shall be

submitted to the Board of Directors on or before the 1st day of

August of each year, and the Board of Directors shall

Part 9, containing the ninth section, shall be

submitted to the Board of Directors on or before the 1st day of

September of each year, and the Board of Directors shall

assigned to each indicated in column (1). Column (2) will show the basic category code, as set forth in Encl. (1), which identifies the line item as to purpose or function. In the description each line item, column (3), any of the following methods may be employed:

- (1) The nomenclature established by DOD may be used if it indicates sufficiently clearly, the function and type of facility required.
- (2) The descriptions employed by the Bureau of Yards and Docks in classifying the Inventory of Military Real Property may be used, if the DOD terminology is not considered to be appropriate. These additional descriptive titles are listed in Encl. (1) of BuDocks Instruction 11011.13 dated 15 August 1955. If such titles are used, however, the appropriate three-digit DOD basic category code number will be shown in column (2), not the five-digit number employed by BuDocks to further break down the DOD Categories.
- (3) In the event that none of the BuDocks titles are considered to be sufficiently descriptive, stations will assign their own titles. These will indicate clearly the purpose, function, and type of facility involved. As in subparagraph (2) above, the DOD basic category which properly classifies the item will be shown in column (2).

The data required in columns 4 and 5 will be used to relate existing facilities to the requirement for additional facilities. Here it is important to insure that the information presented corresponds to the data shown on the station's Master Plan as well as the Detailed Inventory of Naval Shore Activities, NAVDOCKS P-164. Columns 6, 7, and 8 reflect the

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific information required.

scope and quality of the additional facilities for which authorization is requested in the Fiscal Year in question. The units are those prescribed by Encl. (1). Column 9 has been provided for "Remarks," since in some instances it may be desirable to amplify or clarify the units prescribed by DOD, or the descriptive titles assigned to line items, in order to reflect requirements more completely. For example, it may be desirable to clarify the intended scope of an item for dredging, where the unit assigned by DOD for Code 165 is square yards. Here it would be helpful to specify the required depth in column (9).

(d) Basis for Requirement. In Section V it is important that the need for all the URGENT items listed in Section IV be developed with particular reference to the mission or work load of the activity. What is desired is a brief summary justification for the URGENT program rather than reasons why individual line items are needed. Detailed information on specific facilities will be included in Part B.

(e) Future Facilities Required. Section VI is a listing by category code of the facilities which must be funded in the fiscal years immediately following that for which the program is submitted. Here the ESSENTIAL, IMPORTANT, and LONG RANGE items should be shown in the same manner as those in Section IV. The items in each of these three urgency classes should be listed in order of priority.

(f) Justification. Part B is devoted to detailed justifications for each of the line items which constitute the URGENT portions of the Shore Station Development Program. Each item listed in Part A, Section IV should be justified separately. In the preparation of justifications it is important to realize that it is the responsibility of each Commanding Officer to prove to reviewing authorities the need for the facilities he is requesting. The justification must state facts, not conclusions, in such a

THE FIRST OF THESE IS THE FACT THAT THE UNITED STATES IS A COUNTRY OF IMMIGRANTS. THE SECOND IS THE FACT THAT THE UNITED STATES IS A COUNTRY OF FREE PEOPLE. THE THIRD IS THE FACT THAT THE UNITED STATES IS A COUNTRY OF OPPORTUNITY. THE FOURTH IS THE FACT THAT THE UNITED STATES IS A COUNTRY OF PROGRESS. THE FIFTH IS THE FACT THAT THE UNITED STATES IS A COUNTRY OF FAITH.

THE UNITED STATES DEPARTMENT OF JUSTICE
WASHINGTON, D. C. 20535
JANUARY 10, 1962
MEMORANDUM FOR THE ATTORNEY GENERAL
SUBJECT: [Illegible]

manner that any intelligent adult can understand why the facilities are needed. Although similar data should be developed at each station for the ESSENTIAL, IMPORTANT and LONG RANGE portion of the program, this information need not be included in the annual submission.

(g) Requirement. Section I of the Justification for each item should be a brief and concise statement of the need to be met, the purpose to be served, the problem to be solved, or the end to be achieved. It should also include a statement of the factors which generated the current requirement, the date by which the need must be met, and the reasons for the proposed facilities being required by that time.

If the facilities are intended to correct a deficiency in the capacity of the activity to meet a mission or work load, the deficit should be indicated by showing what existing facilities are available. Care should be exercised to relate such data to the information shown in Part A, Section IV, columns 4, 5, 6, and 7.

If the facilities are intended to contribute to the safety of life or property, or to promote human efficiency or habitability, or to protect the government's investment, the requirement should so state. In such cases it is important to stress how hazardous or how inefficient the existing arrangement is.

If the facilities are self-liquidating in 10 years or less, the requirement should state the amount of annual savings to be realized and the number of years required to amortize the costs.

(h) Scope. Section II of the Justification for each item consists of a concise description of the facility, a statement of its essential elements. In the case of a structure it will include over-all size of dimensions, types of construction materials to be used, and the durability

1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the situation.

[illegible]

It is requested that you advise the Bureau of the results of your investigation.

[illegible]

It has been found that the most effective way to prevent the spread of disease is by the use of disinfectants. The following are the most effective disinfectants for use in the home:

(b) Page. Section II of the Declaration has been revised to a number beginning at the beginning, a revision to be made.

of construction contemplated (permanent or 25 years and over, semi-permanent 10-20 years economical life, temporary, economic life 5 years). In the case of land acquisition, types (such as commercial timber, agricultural, etc.), acreage, number and kinds of improvements, and number of ownerships should be shown.

In preparing statements of the scope of facilities required, Commanding Officers should keep in mind that it is this portion of the Justification which defines the limits within which judgment must be exercised by architects and engineers in planning for actual construction.

(1) Analysis. Section III of the Justification is intended to demonstrate: (a) that the facilities requested constitute the most feasible means of satisfying the requirement; (b) that the design contemplated as reflected in the scope of the proposed work is reasonable, adequate, and in keeping with the intended purpose; (c) that the estimated cost is reasonable; and (d) that the facilities are in consonance with the Master Plan of the station. Included in the information developing these points should be the following:

(1) A discussion of alternative methods of satisfying the requirement, as well as an outline of the results which can be expected if the required facilities are not provided in part or in full. Here the extent to which existing capacity can be increased to overcome all or part of the deficiency by resorting to emergency measures (such as double bunking in barracks) should be indicated, as well as the anticipated effects of such action.

(2) If the facilities proposed are intended to replace existing ones, the disposition of these existing facilities should be indicated.

1. The first part of the report is a general introduction to the project, which includes a brief history of the project and a statement of the project's purpose.

(1) Article 10 of the Constitution is intended to

secure the rights and interests of the people in general,

and to protect the rights and interests of the individual

citizens of the country in relation to the State.

It is the duty of the State to protect the rights and

interests of the people in general, and to protect the

rights and interests of the individual citizens of the

country in relation to the State.

It is the duty of the State to protect the rights and

interests of the people in general, and to protect the

rights and interests of the individual citizens of the

country in relation to the State.

1. That the Committee has the honor to acknowledge the receipt of your letter of the 10th inst. and in reply to inform you that the same has been forwarded to the proper authorities for their consideration.

It is suggested that the following information be included in the report:

1. A description of the project, including the objectives, scope, and the organization of the project.
2. A description of the methods used, including the data sources, the data collection methods, and the data analysis methods.
3. A description of the results, including the findings, the conclusions, and the recommendations.
4. A description of the limitations of the study, including the limitations of the data, the limitations of the methods, and the limitations of the conclusions.
5. A description of the future research, including the areas for further research and the potential impact of the research.

(5) If the President's government are authorized to require

(3) If the facilities proposed are of a self-liquidating nature, a detailed forecast of operating and maintenance costs at current and selected higher and lower levels should be made for: (a) continued use of the existing facilities, and (b) using the proposed facilities. Similar information should be included for other facilities which would result in reduction of cost to the Government, even though they may not be classed as self-liquidating in ten (10) years or less.

(4) A discussion of any special requirement or functional characteristics, such as security or handling inflammables or explosives, which necessitate special features being incorporated into the design of the proposed facilities, or which would result in abnormal costs.

(5) A discussion of the planning considerations which governed the selection of the type of durability of construction contemplated. This is important in relating the type of construction to the expected duration of the requirement.

(6) An outline of the allowances or factors utilized in determining size and/or capacity of the proposed facilities (square feet per man, barrels per day, beds per 1000 men, etc.). In this connection the various legal and other limitations which apply to such facilities as family housing, barracks, BQs, warehouses, medical facilities, explosive storage, etc., should be taken into consideration, and cited where appropriate.

(7) The current deficiency in the capacity of existing facilities to satisfy the requirement. This should be indicated both in terms of normal capacity, and accelerated or emergency capacity. The extent to which the proposed facilities will augment, or increase, the capacity of existing facilities should be shown.

(8) If the acquisition of real property is required, it is necessary that detailed information be furnished on necessary relocation of buildings, roads, utilities, drainage or irrigation ditches, underground mineral liabilities, aviation rights, ownerships, anticipated severance damages, relocation or resettlement problems, and public relations implications. Whenever available, plots delineating acreages should be furnished, together with appraisals or estimates of cost.

(j) Attached to Part B should be a print of the Station Key Development Plan (17" x 24") with all the proposed facilities outlined thereon in pencil, and the following legend shown adjacent the title block: "This print marked to show facilities in the Shore Station Development Program for FY ____." Attached to the print will be a list of all the items included in Sections IV and VI of Part A, showing the line item numbers, descriptions, program priority designations (U, E, I, or LR), and the grid coordinates. Local station identification numbers may also be shown if desired.

(k) Estimate of Cost. Part C will be used to show the estimated cost for each of the URGENT items listed in Part A. As discussed further in paragraphs C. and D. below, each line item will be assigned a basic DOD Category Code which will be shown in column 2, with a corresponding descriptive title shown in column 4. Columns 3 through 9 will then be used to break down the line item into secondary categories with units, quantities, unit costs, and estimated costs for each shown on succeeding lines, in the manner shown in the example on enclosure (5), and more fully described in paragraph D. below.

(1) The purpose of this report is to provide a summary of the results of the study conducted by the author.

The study was conducted in order to determine the effect of the treatment on the response of the subjects. The results of the study are presented in the following table. The data were collected from a sample of 100 subjects, and the results are presented in the following table. The data were collected from a sample of 100 subjects, and the results are presented in the following table. The data were collected from a sample of 100 subjects, and the results are presented in the following table.

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C. APPLICATION OF DOD FACILITY CLASSES AND CONSTRUCTION CATEGORIES.

1. Pursuant to the instructions contained in Encl. (1), the Navy plant account (Classes I and II) has been classified in accordance with the DOD Categories. An over-all summary, the Inventory of Military Real Property, Department of the Navy DD-161(NA)112(11311)(CONFIDENTIAL) has been published and disseminated to Bureaus and Offices, District Public Works Officers, The Department of Defense, the Bureau of the Budget, and the Congress. A Detailed Inventory of Naval Shore Activities, NAVJAGCS P-164, is currently being prepared, and is scheduled for publication in June 1956, and annually in June thereafter. This inventory will list for each station as of 1 April all Class I and II property in accordance with the basic DOD Categories. For further detail two additional digits are used in the classification of the inventory.

2. In order to facilitate preparation of the Navy Military Construction Program in accordance with the DOD Categories, the Shore Station Development Programs of individual stations must be converted to this standard system of classification and coding. Accordingly, particular attention to the proper use of the categories is required. In this connection, the following criteria should be observed:

(a) Only one Category, which represents its major function or dominant usage, should be used for an individual structure. Care should be exercised, as indicated in paragraph B. 3. (c), in selecting appropriate descriptive titles. For example, even though it is planned to provide laboratory and communications space in an administration building, Category 610 - Administrative building, should be used.

(b) Normally for each new facility, such as a barracks building, it is necessary that additional facilities, including utilities, roads, walks, etc., be provided in order that it be completely usable.

2. ANALYSIS OF THE ANALYTICAL DATA

The first step in the analysis is to determine the nature of the data.

The data is then classified into two main groups: (i) the data which is

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Since, in this example, the need to extend utility lines and to add to the station's paved roads and walks results from the requirement for the basic facility, the cost of such work constitutes a portion of the cost of the barracks. Thus, each line item is depicted in terms of a primary category which denotes its primary purpose, and one or more secondary categories which indicates the other facilities which must be augmented.

(c) In some instances, to indicate more adequately the extent of the facilities required, it will be necessary to include supplementary information concerning the units of measure applicable to individual Categories. For example, Code 842, Water Distribution Systems, covers "Distribution Mains and lines and systems for potable water. Include fire hydrant and fire protection systems combined with potable water system." The unit of measure, lineal feet (LF), would not differentiate between a 6" or a 12" main, or whether or not a sprinkler system was attached. In such instances amplifying information should be included in the remarks column which have been provided on Encls. (3) and (5).

(d) When an item provides for reroofing, installation of air conditioning, sprinkler system, or other improvements to an existing structure, the appropriate code number should be followed by the letter I, and suitable information provided in the remarks column.

D. COST ESTIMATES

1. As indicated in reference (a), cost estimates for all facilities to be included in the Military Construction Program will be on the basis of lump sum competitive contracts. Budget estimates as defined in Encl. (1) of BuDocks Instruction 11010.11 dated 24 February 1955 will be employed in order to provide for the costs of design and administration, as well as for contingencies.

2. Inasmuch as the estimated cost is an important means of indicat-

which indicates the year 1911 and the month of January.

(2) In the treatment of patients with severe mental illness, it is the policy of the Department of Health and Human Services to provide the highest quality of care possible. This policy is based on the principle that the treatment of mental illness should be based on the needs of the individual patient, and that the treatment should be provided in a setting that is least restrictive and most supportive of the patient's recovery. This policy is also based on the principle that the treatment of mental illness should be based on the best available scientific evidence, and that the treatment should be provided in a setting that is least restrictive and most supportive of the patient's recovery.

the following information is being furnished to you:

1. The following is a list of the names of the persons who are members of the Board of Directors of the American Telephone and Telegraph Company, as of the date of the filing of this report:

ing the extent and quality of the facilities required, it is important that all components of cost be included. For example, if it is planned that government-owned armor plate will be installed on a contractor-built concrete shelter, the value of the armor plate should be included in the estimate for the shelter, as should the cost of rigging, even though it is planned that this work be accomplished by station forces. Similarly, work which is planned for accomplishment by Construction Battalion units should be estimated on a lump sum competitive contract basis. The fact that expenditures against the Military Construction Appropriation would not normally be made for such costs, will be reflected in the requests for appropriations to implement the construction program which has been authorized. However, if such costs are not included in the estimates which are presented at the time legislative authorization is requested, the Congressional Committees will have incomplete information as to the actual extent of the work which is contemplated. Nor will the true value of the government's investment in real property be reflected in inventories upon completion of construction. To enable reviewing authorities to determine the level of appropriations required, costs included in the estimates which will not require funding from the Military Construction appropriation should be indicated in column 10 of enclosure (5).

3. The example shown on Encl. (5) indicates how the category codes should be employed in breaking down the estimated cost for an individual line item. Columns (1), (2), and (4) only are used for the first line of the breakdown, this being, in effect, the title of the line item. The primary category code number and descriptive title selected are again shown on the second line in columns (3), and (4), with the appropriate units, quantities,

[illegible]

and estimates (including all utilities within five (5) feet of the building line) for the primary facility shown in columns (2) through (8). Succeeding lines are used to indicate the supporting components of the primary facility, with the appropriate category shown as a secondary category code number in column (3). Descriptive titles, units, quantities, and estimates are shown in columns (4) through (8). In determining the secondary categories, consideration should be given to the effect which the construction of the primary facility will have on the station's inventory of real property. Secondary categories should be listed in numerical order, and the total cost for the line item should be shown at the bottom of the breakdown as indicated.

4. If collateral equipment is involved, the category code number for the primary facility should be repeated in column (3), followed by the letter "C". The word "Collateral" should be shown in Column (4), followed by "None" and "LS" in columns (5) and (6), respectively. Column (10) should be used to indicate the type of collateral equipment included in the line item. Footnotes may be used if additional space is required.

5. The cost breakdown by secondary Category codes is the minimum which is required; such additional information as is available should also be submitted to indicate how the unit costs were derived. Within any secondary category code, conventional methods of indicating the estimated cost may be employed. An example of the method for presenting such further detail for a 4000 square foot general storage building, Code 442, is as follows:

[illegible]

1. The following information is furnished for the purpose of the above stated project:

(a) The project is to be completed by the end of the year 1964.

(b) The project is to be completed by the end of the year 1964.

(c) The project is to be completed by the end of the year 1964.

(d) The project is to be completed by the end of the year 1964.

(e) The project is to be completed by the end of the year 1964.

(f) The project is to be completed by the end of the year 1964.

(g) The project is to be completed by the end of the year 1964.

(h) The project is to be completed by the end of the year 1964.

(i) The project is to be completed by the end of the year 1964.

(j) The project is to be completed by the end of the year 1964.

(k) The project is to be completed by the end of the year 1964.

(l) The project is to be completed by the end of the year 1964.

(m) The project is to be completed by the end of the year 1964.

(n) The project is to be completed by the end of the year 1964.

(o) The project is to be completed by the end of the year 1964.

(p) The project is to be completed by the end of the year 1964.

(q) The project is to be completed by the end of the year 1964.

(r) The project is to be completed by the end of the year 1964.

(s) The project is to be completed by the end of the year 1964.

(t) The project is to be completed by the end of the year 1964.

(u) The project is to be completed by the end of the year 1964.

(v) The project is to be completed by the end of the year 1964.

(w) The project is to be completed by the end of the year 1964.

(x) The project is to be completed by the end of the year 1964.

(y) The project is to be completed by the end of the year 1964.

(z) The project is to be completed by the end of the year 1964.

[illegible]

<u>Description</u>	<u>Unit</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Est. Cost</u>
Storage Covered	SF	4000	9.25	\$37,000
Site Preparation	-	-	LS	1,200
Concrete incl. reinforcing	CY	100	78.50	7,850
Roof Slab	SF	5000	1.35	6,750
Masonry	H	50	169	8,450
Mixed Metal	Ton	1.5	424	635
Doors & Windows	-	-	LS	3,400
Carpentry	-	-	LS	240
Roofing	SQ	50	60.50	3,025
Painting	-	-	LS	1,200
Electrical	-	-	LS	4,250

6. It is appreciated that most activities do not have sufficient technical staff to perform comprehensive advance planning studies on facilities included in their Shore Station Development Programs. Therefore, preliminary estimates from stations based upon the publication "Cost Data for Public Works Construction" NAVDOCKS TP-PW-27 will be acceptable. If more detailed information is available, however, it should be submitted. In column (9) of enclosure (5), the estimate basis should be shown to indicate the type of estimating employed, and extent to which the facility has been advance planned. The following code will be used:

- (a) "C" - to indicate complete advance planning either by DPWC forces or A&L contractor.
- (b) "P" - to indicate that advance planning for the item is partially complete, or that the estimate is based on engineering field estimates.
- (c) "T" - to indicate that the estimate is tentatively based on NAVDOCKS TP-PW-27, Cost Data for Public Works Construction, or equivalent.

I INSTALLATION NAME AND LOCATION

Name :

Location:

Nearest City:

County:

II MISSION

III STATION DATA

Personnel Strength and Base Loading

	Officer	Enlisted	Civilian	Aircraft	Other
Present					
Interim					
Planned					

Total Inventory Value
(land and construction):

Acres Owned:

Land Cost:

Acres Leased:

Date Established:

IV URGENT FACILITIES REQUIRED FY_____

[illegible]

SHORE STATION DEVELOPMENT PROGRAM
A. FACILITIES SUMMARY

Station Name: _____

Sheet 2 of _____

Date: _____

V BASIS FOR REQUIREMENT FOR URGENT ITEMS

VI FACILITIES REQUIRED FUTURE

75

Category Code (1)	Description (2)	Inventory 30 June 19		Future Authorization Required			Remarks (8)
		Quantity (3)	Unit (4)	Quantity (5)	Unit (6)	Estimated Cost (7)	

SHORE STATION DEVELOPMENT PROGRAM

Sheet ____ of ____

B. JUSTIFICATION FOR URGENT FACILITIES

Date: _____

Station Name:

Item ____ of ____ Code:

Description:

I REQUIREMENT

II SCOPE

III ANALYSIS

Enclosure (4)

SHORE STATION DEVELOPMENT PROGRAM

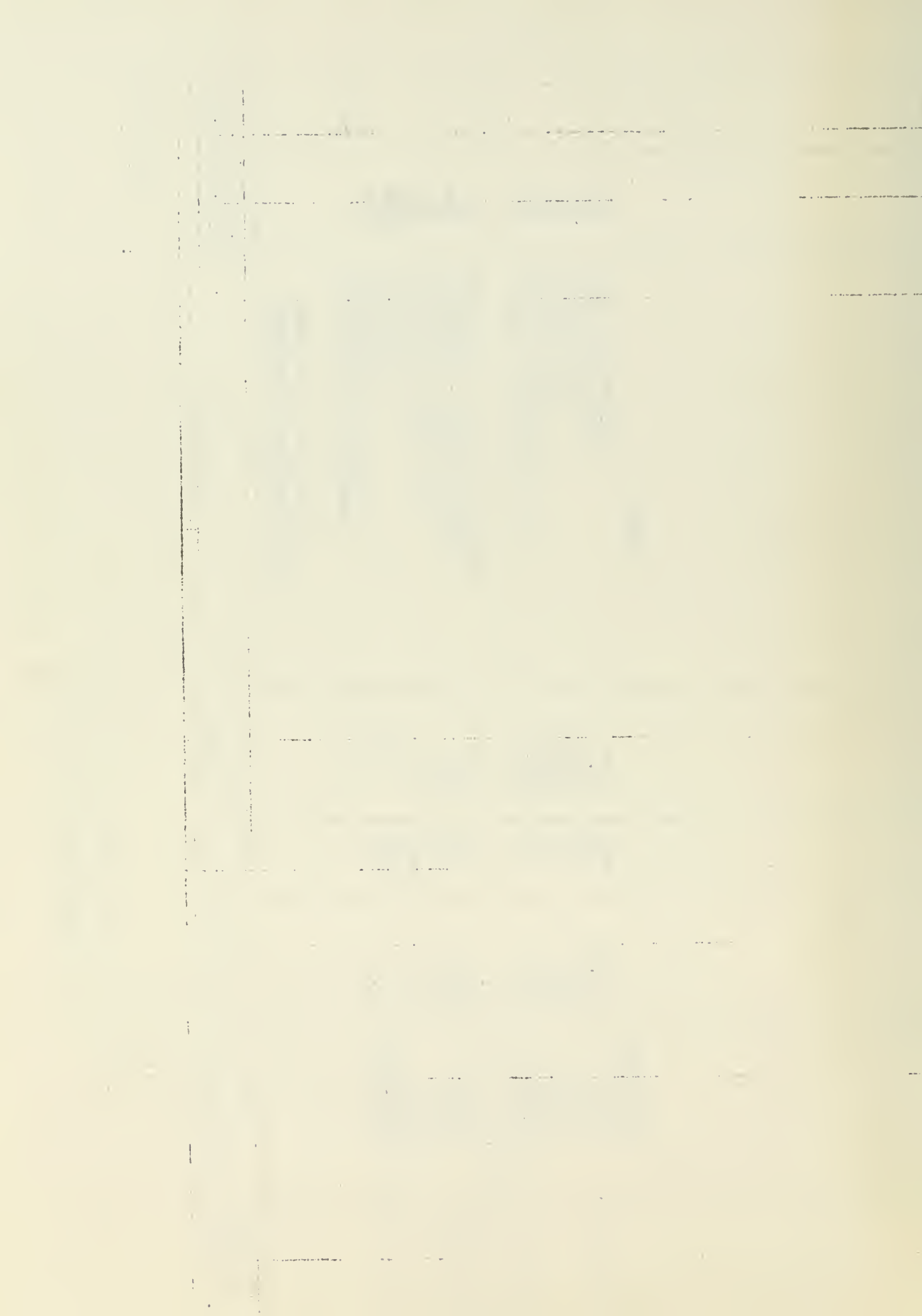
Sheet ____ of ____

C. ESTIMATE OF COST FOR URGENT FACILITIES

Date: _____

Station Name: _____

Item No. (1)	Category Codes		Description (4)	Quantity (5)	Unit (6)	Unit Cost (7)	Estimated Cost (8)	Est. Basis (9)	Remarks (10)
	Prim. (2)	Second. (3)							
1	441		(Example of Estimate Break-down by DCD Categories)						
		441	Dehumidified Storehouse	120,000	SF	\$ 6.00	\$720,000		
		441C	Dehumidified Storehouse Collateral	---	None	LS	22,000		4 Dehumidification Machines 1500 CFM
		132	Telephone Lines	---	None	LS	3,000		
		812	Utilities - Electricity	500	FT	17.40	8,700		2/0 Underground Cable in ducts
		822	Utilities - Heat and Steam	400	FT	30.00	12,000		Underground mains
		832	Utilities - Sewage and Storm	1,300	FT	10.45	13,585		10" VC Sewer, 12" RC Storm drain plus manholes and catch basins
		842	Potable Water Distribution	1,400	FT	14.10	19,740		8" and 12" mains plus fire hydrants
		851	Streets and Roads	2,000	SY	5.50	11,000		
		852	Parking Area	10,000	SY	3.00	30,000		
		860	Railroad Trackage	0.50	MI	80,000	40,000		Includes Turnouts
		930	Site Improvement	---	None	LS	37,500		
			Total				\$917,525		



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